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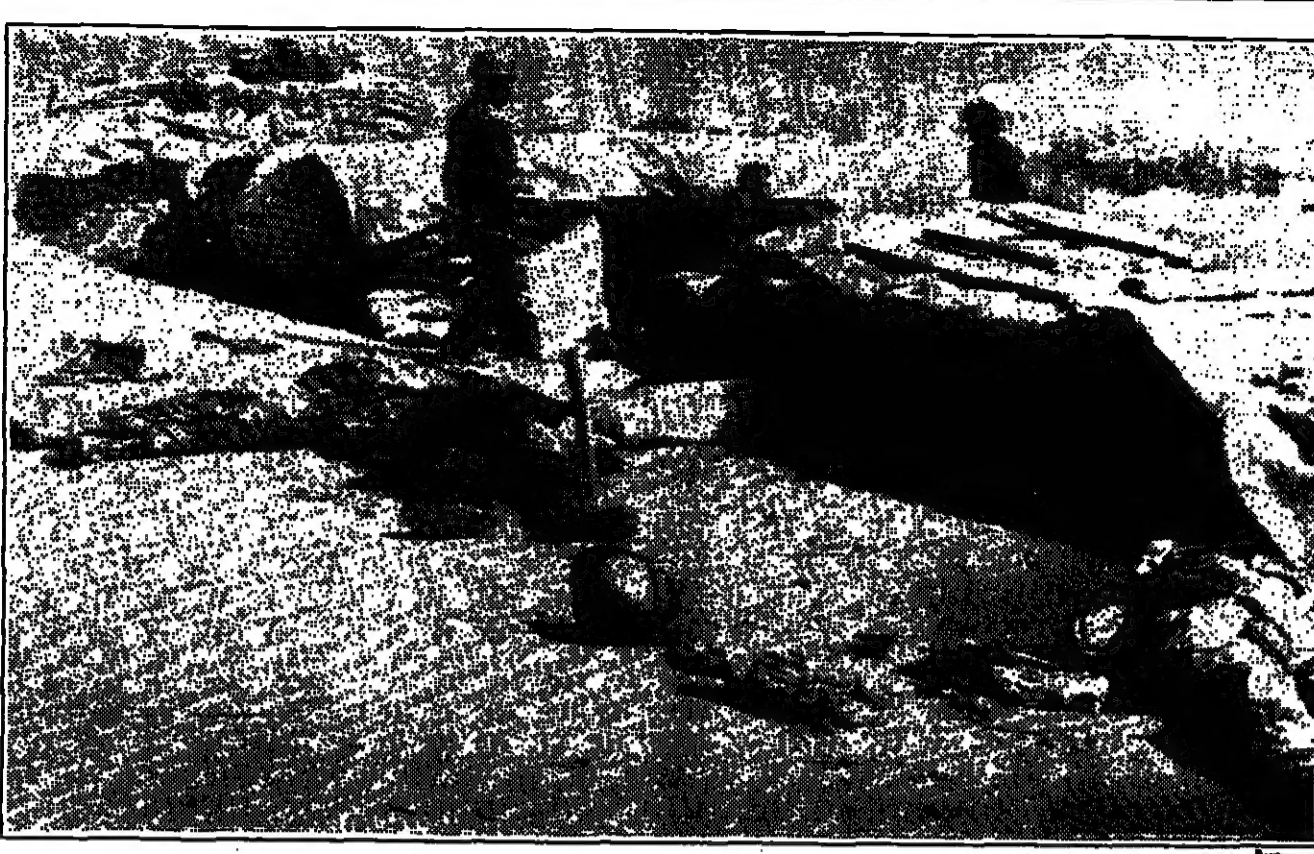
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Argentina	2.00	France	1.00	Sweden	6.00	Stock
Australia	1.50	Germany	1.00	Switzerland	5.00	Swiss
Belgium	1.00	Italy	1.00	Taiwan	1.00	Taiwan
Canada	1.00	Japan	1.00	Thailand	1.00	Thailand
Chile	1.00	Korea	1.00	Turkey	1.00	Turkey
China	1.00	Malaysia	1.00	U.S.	1.00	U.S.
Colombia	1.00	Philippines	1.00	West Germany	1.00	West Germany
Czechoslovakia	1.00	Singapore	1.00	Yugoslavia	1.00	Yugoslavia
Denmark	1.00	Taiwan	1.00			
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New British Budget Emphasizes Fight Against Joblessness

By Bob Hargerty
International Herald Tribune
LONDON — The government announced Tuesday a cautious budget aimed at reducing unemployment in Britain while reassuring the financial markets that inflation will not resurge.
Nigel Lawson, the chancellor of the exchequer, told Parliament of his plan to encourage companies to hire more young and unskilled workers by reducing the company's contributions to National Insurance, which provides for health and other government benefits.
But he rejected calls for substantially higher government spending to create jobs and announced a lower-than-expected tax reduction, reaffirming that the government's purpose "is nothing less than the defeat of inflation," he said.
"We must also do what we can to combat the scourge of unemployment," he said.
The budget for the fiscal year ending April 1, assured of approval in Parliament because of the Conservative Party majority, calls for a 1.5 percent increase in the current fiscal year.
The Conservative government of Prime Minister Margaret Thatcher managed to reduce inflation to 3.1 percent a year from more than 10 percent five years ago. But she failed to stop the rise of employment, currently about 13 percent of the work force, up from 10 percent a year ago.
Neil Kinnock, leader of the Labour Party, conceded that much of the blame for the unemployment problem, he said, "is the highly unlikely that a lot of it will come out of it."
Economists at the stock brokerage of James Capel & Co., Hoare & Co. and Capel-Cure Myers said that they still expected unemployment to rise this year.
Mr. Lawson forecast that the public-sector borrowing requirement, a measure of the budget deficit at both the national and local level, would total £7 billion, compared with the current £10.5 billion, which is £3.25 billion above the initial forecast, largely because of costs arising from the 12-month coal strike that ended earlier this month.
An apparent effort to give the



Iraqi troops walk among Iranian dead in the marshy region of southeastern Iraq, near the Iranian border.

Dutch, Reacting to U.S. Fears, Act Against Child Pornography

By Joseph Fitchett
International Herald Tribune
AMSTERDAM — Responding to U.S. concern about child pornography and related child abuse, the Dutch government has begun a crackdown on traffickers who have made Amsterdam the major source for international supplies of such material.
The material includes videotapes and illustrated books that show children performing sexual acts, often involving sadism, with partners of both sexes, with adults and even with animals.
"Amsterdam is sort of the 1984 version of Sodom and Gomorrah," the U.S. Customs Service commissioner, William von Raab, told a Senate committee last fall in testimony about how to curtail imports of child pornography.
After U.S. legislation was passed last spring banning the sale and distribution of such material, a television documentary, "The Silent Shame," alerted U.S. public opinion and Congress last fall to the flood of child pornography arriving by mail from abroad.
The U.S. outcry, including the congressional hearings, raised concern about the problem in the Netherlands, the last country in Western Europe to tolerate the sale of child pornography. After Sweden outlawed it in 1980 and Denmark, the other main European source, followed in 1982, the Netherlands became a haven for mail-order business in the material.
An estimated 85 percent of the child pornography imported into the United States comes from the Netherlands, which is "definitely the most difficult country for us," a U.S. Customs agent said. He was part of a high-level interagency group that recently visited Denmark, the Netherlands and Sweden to coordinate international police work on the problem.
Alerted by the U.S. publicity, and a letter last November from a group of U.S. senators asking Prime Minister Ruud Lubbers for help, the lower house of the States-Generaal, the Dutch parliament, passed legislation early this year to prohibit the production and, more important, the circulation of child pornography. The bill is expected to pass the upper house this spring.
This and other forms of pornography have benefited from liberal laws on pornography and on obscene materials in the mail. "In

U.S. Ponders Joint Talks With Jordan, Palestinians

By John M. Goshko
Washington Post Service
WASHINGTON — The United States has declared that it is considering the possibility of talking to a joint Jordanian-Palestinian delegation, but U.S. officials emphasized that members of the Palestine Liberation Organization could not be in the group because of the PLO's refusal to recognize Israel's right to exist.
The idea of a joint delegation that might negotiate with Israel over the status of Israeli-occupied Arab territory stems from the Feb. 11 agreement between King Hussein of Jordan and Yasser Arafat, chairman of the PLO. They want the United States to pressure Israel to deal with a joint group.
President Hosni Mubarak of Egypt, arguing that the Hussein-Arafat accord implies PLO recognition of Israel, appealed to President Ronald Reagan last week to give the plan U.S. backing. The administration has refused to make a commitment, however, and Secretary of State George P. Shultz said Friday that Richard W. Murphy, assistant secretary of state for Near Eastern and South Asian affairs, will visit the region soon to explore ideas for getting the peace process moving.
In a television interview Sunday, Mr. Shultz said that Mr. Murphy will investigate, among other options, the possibility of constructing an acceptable delegation that would include Palestinian representation. But he emphasized that it would have to be within the framework of existing policy that says the United States will not deal with the PLO until it accepts Israel's right to exist.
That was reiterated Monday by Ed Djerejian, a State Department spokesman who said: "We are looking into the possibility of a joint Palestinian-Jordanian delegation to be involved in the peace process, in moving the peace forward, which in our view at the end of the day means direct negotiations, direct talks, between the Arabs and the Israelis."
Mr. Djerejian also repeated that PLO members could not be part of the delegation. During past attempts to get Jordan involved in

Senate Votes To Free Funds For MX Missile

Compiled by Our Staff From Dispatches
WASHINGTON — The Senate approved continued spending for the MX missile system Tuesday.
The 53-45 vote gave the Reagan administration its first major victory on Capitol Hill since President Ronald Reagan's landslide re-election victory last November.
Under a compromise reached in last year's presidential election campaign, Congress agreed to allocate \$1.5 billion to build 21 additional missiles in the current fiscal year. But the money could not be spent until both houses of Congress approved two separate resolutions this year to authorize and appropriate the funds.
The Senate is expected to vote Thursday on appropriation. Another favorable vote would send the issue to the House of Representatives, where a difficult battle is expected.
Tuesday's vote in the Senate came just hours after Mr. Reagan warned that rejecting funds for the missile would signal a "collapse of American resolve" and endanger world peace.
Mr. Reagan, in a rare lobbying trip to Capitol Hill, argued that the Soviet Union had engaged in "the biggest military buildup in the history of mankind" and that deployment of the MX "represents a simple necessity."
"The votes cast this week will bear directly on the outcome of the arms talks in Geneva, and hence, on the prospects for peace throughout the world," Mr. Reagan said at a luncheon with Republican senators.
The president said that a "yes" vote "will show the Soviets that America today is united and resolute, and thereby advance the cause of peace for us and our children."
But a "no" vote would be interpreted by the Soviet Union as a "collapse of American resolve," he said.
On Monday, Mr. Reagan and Defense Secretary Caspar W. Weinberger telephoned undecided senators in an attempt to win the final necessary votes.
Some senators who had been undecided on the issue until Tuesday said the Geneva negotiations played a large part in their decision to support the funding.
Typical of these was Senator John H. Chafee, Republican of Rhode Island. He said: "I'm saying to the president and his negotiators, 'I don't want any excuses. I want to give you the tools to get the job done. I expect you to come back with an agreement. I don't want anybody saying you would have succeeded but for the lack of the MX.'"
Senator Barry Goldwater, Republican of Arizona, said that in supporting the funding: "My plea is not necessarily to build the missile. It's to uphold the commander in chief in a decision he's made." The Armed Services Committee, of which Mr. Goldwater is chairman, voted 11-6 on Monday to recommend that the funding be approved.
The MX, for missile experimental, is a 96-ton (86-metric ton) intercontinental missile that can carry 10 highly accurate warheads on a 6,000-mile (9,700-kilometer) path. It was originally designed with a mobile launching platform, but the plans now are to deploy it in existing Minuteman silos.
Supporters contend the missile is needed to modernize the aging U.S. missile fleet and to ensure that the Russians could not plan on a successful first strike, as well as to show support for the U.S. negotiators in Geneva.
Opponents argue that the missile is destabilizing because it represents a potential first-strike weapon. Delay, they say, would not harm the program but would allow time to see what the arms talks produce.
Separate from Tuesday's vote, there remains before Congress an administration budget request for \$4 billion to build 48 MX missiles in the 1986 fiscal year.
Senator Sam Nunn, Democrat of Georgia, served notice Monday that he has run out of patience with the MX and would vote in the future to "dramatically scale down" Reagan administration requests for more weapons.
Mr. Nunn is one of the most influential voices in Congress on military policy. He said Monday that while he would vote to release funds for the 21 missiles on Tuesday, "I will be looking very, very skeptically at continuing down the path set by this administration" when the question of more weapons is debated later this spring.
(AP, NYT)

Language Gap Grows For American Blacks

By William K. Stevens
New York Times Service
PHILADELPHIA — Contrary to expectations, the English spoken by many black Americans is becoming more different from standard English rather than more like it, a study by linguists at the University of Pennsylvania suggests.
The "black English vernacular" of urban America, say the linguists, is evolving in its own direction despite earlier predictions that television, radio and the movies would exert a homogenizing influence on language in the United States.
The black vernacular, a recent study has concluded, appears to be steadily diverging not only from standard English but also from local and regional white dialects. These dialects, say the linguists, are themselves moving in a direction separate from both the black vernacular and the American standard.
The development reflects increasing racial segregation and isolation of urban blacks, according to Dr. William Labov, a professor of linguistics at the University of Pennsylvania, who directed the study. He said he studied suggested that ordinary communication between whites and blacks was becoming increasingly difficult and that the problems of many black children in school might be worsening.
"There is evidence that, far from getting more similar, the black vernacular is going its own way," Dr. Labov said. "It's healthy, living form of language. But separate development is only made possible by separate living."
His assessment is based on a two-year study, supported by a National Science Foundation, in which hundreds of recorded conversations of several hundred Philadelphia blacks and whites were analyzed in detail.
The results of our analyses show a black English vernacular that is more remote from her dialects than has been reported before," the study said. "People's speech behavior," Dr. Labov said, "is not influenced by the remote communi-

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At a rebel camp, from left, Adolfo Calero Portocarrero, the chief political officer; Major General John K. Singlaub, a retired U.S. Army officer sympathetic to the rebels, and Colonel Enrique Bermudez, their chief commander.

Nicaragua Rebels Consider Future Without U.S. Aid

Guerrillas in Mountain Camp Say They Need 'Guns, Boots, Everything'

By James McMoyné
New York Times Service
TEGUCIGALPA, Honduras — At their sprawling mountain headquarters on the border between Nicaragua and Honduras, Nicaraguan guerrilla commanders soberly assessed their chances of victory last week and spoke anxiously of the debate on their future in Washington.
The apparently impregnable military camp, shrouded by dense jungle and gray rain clouds, is far from Washington. But the rebels' keen awareness of the heated debate they have generated in Congress almost seems to narrow the distance between their base and the American capital.
The border camp is the command center for the Nicaraguan Democratic Force, by far the largest exile army. The group received most of the \$80 million the Central Intelligence Agency reportedly spent on the war until financing was ended last June.
The goals of the rebels, the number of former officers of the Nicaraguan National Guard in their ranks and reports of human rights violations have become major issues in the debate between the Reagan administration and Congress on whether to renew aid to the guerrillas.
President Ronald Reagan has called the rebels "freedom fighters" who are the "moral equal of our Founding Fathers."
With the support of advisers from the U.S. Central Intelligence Agency, Argentina, Honduras and a handful of Cuban-Americans, rebel leaders said, the Nicaraguan Democratic Force has grown in four years from a marauding band numbering a few hundred men into a veteran army of 12,000 to 14,000 men whose ambushes and sabotage have turned much of northern Nicaragua into a war zone.
But the loss of American aid has created serious supply problems for the guerrillas, according to their commanders and to Western officials here, limiting their military activity and raising strong doubts about their prospects.
"Our situation isn't good," said a 25-year-old commander who uses the name Mike Lima, a four-year veteran who leads the 2,700-man Diriangen regional guerrilla force. He added that his men needed "guns, boots, everything."
A three-day visit to the camp was arranged by rebel officials on the condition that its location not be revealed.
No other restrictions were placed on several reporters' freedom to carry out interviews or visit the camp's installations, which included a firing range, warehouses, an armory, a training school, a long-range radio center, a map room and a hospital. Some 4,000 rebels appeared to be in the camp and its environs.
The chief guerrilla military commander, Colonel Enrique Bermudez, had just returned from a visit to Washington and seemed shaken by the debate he had heard.
"We have a terrible image there," he told a rebel unit that had just returned from a long combat patrol. "They say we are violators of human rights, rapists, destroyers of farms who have hurt the civilian population."
Senior guerrilla leaders said their objective is now and always has been to overthrow the Sandinist government in Nicaragua. The colloquial Spanish name by which the rebels are known, "contras," means counterrevolutionaries.
"He who speaks of dialogue with the Communists speaks of wasting his time," said Captain Armando Lopez, Colonel Bermudez's second-in-command.
The influence of former National Guard officers in the rebel movement has become an important issue because their presence appears to have limited the rebels' popular support inside Nicaragua and obstructed repeated efforts to form a united front with other rebel groups.
A former Sandinist leader, Eden Pastora Gomez, who leads an estimated 2,000 rebels on the Costa Rican border, has refused for two years to unite with the Nicaraguan Democratic Force because he says it is dominated by former Nicaraguan National Guard officers.
Interviews with more than 40 rebels indicated that the majority

Christian Threat to Moslems In Sidon Prompts Exodus

By William Claiborne
Washington Post Service

BEIRUT — More than 20,000 Moslem residents, about 90 percent of the population, fled the eastern suburbs of the southern Lebanese city of Sidon Tuesday as Moslem gunmen and Christian militiamen fought battles in the first serious outbreak of sectarian violence since Israeli troops withdrew from the region on Feb. 16.

Units of the regular Lebanese Army tried to intervene in the fighting and became drawn into the mortar and machine-gun battle, resulting in two soldiers killed and nine wounded, an army communiqué said.

The rightist Christian militia, the Lebanese Forces, which has rebelled against the Phalange Party leadership dominated by President Amin Gemayel, brought in reinforcements to the predominantly Moslem suburbs and gave the residents a two-hour ultimatum to leave.

The mostly Sunni Moslem vil-

lages are located in the Awali river valley, just east of Sidon and adjacent to a number of Christian villages in the foothills that rise toward Kfar Faltous and Jezzine to the east.

The Christian militia reinforcements came mostly from the Jezzine area, which is still under Israeli control, and Moslem leaders immediately branded their attacks as an attempt to split the region on sectarian grounds and relieve the Israeli Army of pressure from Shiite Moslem guerrillas.

The Sidon area commander of Amal, the Shiite guerrilla group, Mahmoud Fagih, said, "We are sure this flare-up is deliberately timed and part of an Israeli plan to push Christians further south to form a buffer zone for the Israelis along the border."

Spokesmen for the Lebanese Forces in Beirut Tuesday night said the flare-up was strictly a local matter and not connected with the militia's rebellion against Mr. Gemayel. The rebellious militia lead-

ers have accused Mr. Gemayel of encouraging Syrian influence in Lebanese political affairs.

A photographer for the Reuters news agency, Jack Dabbaghian, said that only Moslem gunmen, mostly from Amal, appeared to be returning fire at the Christian militiamen, who were shooting at army posts from suburban rooftops.

As thousands of refugees, heading the Christian gunmen's ultimatum, fled toward the center of Sidon, most of the port city was shut down, with schools and other public buildings being hastily converted into refugee centers as they were when both Christian and Druze civilians poured into the city during the Chuf Mountain battles in September 1983.

As the battles outside Sidon continued, the Lebanese "national unity" cabinet canceled a scheduled meeting in Beirut in which it had planned to discuss the weeklong revolt by the Lebanese Forces led by Samir Geagea.

Government officials said that Mr. Gemayel would travel to Damascus soon to discuss the political crisis with the Syrian president, Hafez al-Assad, who has deployed troops near the northern edge of the Christian areas south of Tripoli in an apparent attempt to intimidate the Christian militia rebellion leaders.

Report on Missing Envoy

A kidnapped U.S. diplomat is being paraded through Shiite villages in Lebanon and "publicly tortured and humiliated," the London newspaper, The Standard, said Tuesday. The Associated Press reported from London.

The newspaper, which cited unidentified Shiite sources in southern Lebanon, said the American was thought to be William Buckley, a political officer at the U.S. Embassy in Beirut who was abducted last year.

On the southern Iraq war front Monday, Baghdad-based correspondents were driven 25 miles (40 kilometers) north and south through swamps cleared of Iranian troops, and 12 miles eastward, almost to the Iranian border.

Iran indicated Monday that it had halted its drive across the marshes to the main highway linking Baghdad and Basra, a port in the south, Tehran said that 190 square miles (500 square kilometers) of an important oil region had been taken.

In Riyadh on Tuesday, ministers of the Gulf Cooperation Council, comprising Saudi Arabia, Kuwait, Bahrain, Qatar, the United Arab Emirates and Oman, ended a two-day meeting with a pledge of support for Iraq.

Foreigners Leave Tehran As Iraqi Deadline Nears

(Continued from Page 1)

transportation to evacuate other Japanese seeking to leave.

Some Japanese were expected to try and board an Iran Air flight to Tokyo in the next few days, according to Japanese officials in Tehran.

Iran Air has not announced a suspension of its international flights, although some of its aircraft have been evacuated from the Tehran area.

Diplomats and expatriates who have remained in Tehran are attempting to continue their work, although many now avoid sleeping at their homes in the northern parts of the city, which were the main targets of Iraqi raids last week.

Raid on Baghdad Threatened

The Iranian prime minister, Mr. Hussein Moussavi, warned Tuesday that Baghdad's airport could come under missile attack as a result of the Iraqi threat to turn Iranian airspace into a war zone, Reuters reported.

In an interview on Tehran radio, monitored by the British Broadcasting Corporation, Mr. Moussavi said, "Baghdad airport may come under repeated blows by our powerful missiles."

Blast in Iraqi Capital

The explosion in Baghdad, occurred near the main office in the

city of the ruling Ba'ath Party and badly damaged several houses, Reuters reported.

Iraqi officials gave no explanation for the explosion. Last week, Iraq said that two explosions had been caused by saboteurs. Iran said that it had launched rockets against Baghdad at about the times of the explosions.

The latest blast, the second in 24 hours, came hours after President Hosni Mubarak of Egypt and King Hussein of Jordan left Baghdad after talks with President Saddam Hussein.

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Rebels Consider Future Without Aid

(Continued from Page 1)

were peasants from northern Nicaragua angered by severe rationing and the Sandinista's socialist program. Their morale seemed high and the depth of their opposition to the Sandinistas made it appear likely that a bitter war will be waged in northern Nicaragua for years to come.

But the founders of the Nicaraguan Democratic Force and its most senior commanders are almost all former members of the National Guard, which was known for its corruption and unwavering loyalty to the dictator Anastasio Somoza, who was toppled in the Sandinista-led revolution of 1979.

On the other hand, the rebels' chief political official, Adolfo Calero Portocarrero, was an opponent of the Somoza regime. Mr. Calero

was jailed for organizing a strike of businessmen against Somoza in 1978.

"We have been called Reagan's army, the CIA's army, every army but our own," Mr. Calero said. "The fact that we continue to exist and operate successfully means that we are here of our own free will. We are no mercenaries."

Edgar Chamorro, who was a leading member of the rebels' National Directorate until he was forced to resign five months ago, said that one of his disagreements with the organization was its reliance on National Guard officers.

"They lack social sensitivity," he said. "The guard wants to take vengeance and settle accounts. They don't realize things have changed in Nicaragua."

The loss of American support

has forced the rebels to begin learning to wage a smaller-scale guerrilla war, their commanders said. Their chief problem appears to be a reduced flow of supplies rather than a complete cutoff of aid.

Brooklyn Rivera, a leader of one faction of an estimated 1,000 Misquito Indian rebels on Nicaragua's Caribbean coast, and rebels in Mr. Pastor's Sandino Revolutionary Front said that their forces also were critically short of supplies.

The foot soldiers of the Nicaraguan Democratic Force are volunteers between the ages of 13 and 30 who fight without pay, believing Sandinista assertions that they are mercenaries.

The rebel army appears to have no trouble attracting recruits. But the peasant rebels seem to represent a socially and geographically limited segment of the Nicaraguan population, raising questions about the breadth of popular support for the guerrillas. Few middle-class youths or residents of the more populous southern half of Nicaragua have joined the rebel ranks.

There have been several reports of human rights violations by the rebels, including the killing of unarmed civilians. Colonel Bermudez dismissed the reports as "lots of misinformation."

With the loss of American financing, Mr. Calero said his main task now is raising money and buying supplies. Private businessmen in the United States and "political sectors" in other countries have given the rebels \$5 million in the last nine months, he said.

He visited the headquarters camp last week with a retired United States major general, John K. Singlaub, who said he was trying to funnel assistance to the rebels in his capacity as president of the World Anti-Communist League and the United States Council for World Freedom, based in Phoenix.

Mr. Calero said a shipment of 40,000 hand grenades being unloaded in the camp had been bought from a South American country that was told they were going to a country in Africa.

Reporters saw one box of 40mm ammunition marked "Quartermaster of the Guatemala Army." Several other boxes of ammunition were covered with Arabic writing and one case was marked "Montreal, Canada."

Tomorrow: The view from Managua.

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Parliament In Belgium Expected to Back Missiles

The Associated Press

BRUSSELS — The threat of a parliamentary vote against the government's decision to deploy cruise missiles faded Tuesday as a key opponent in the party of Prime Minister Wilfried Martens said that he would support the Belgian leader, sources reported.

Mr. Martens said on television Tuesday night, "There will be a vote, and I'm certain it will be a yes vote, a vote of confirmation" of his decision last Friday to deploy the missiles.

The final vote was not expected until early Wednesday. Twenty parliamentarians were scheduled to speak on the question.

The most outspoken opponent, Mr. Martens' own floor leader, Luc Van Den Brande, "has aligned his view with that of the party, sources said just before the debate began. He added that he would read a personal statement to explain his about-face."

Sources in Mr. Martens' Flemish-speaking Christian Social Party said "two dissidents at the most" were left to oppose the government, reducing a threat that the government might fall.

Mr. Martens heads a four-party coalition that includes Flemish and French-speaking factions. His coalition partners, the French-speaking Christian Social Party, the Liberal Reform Party, the Christian Reform Party, and the Freedom and Progress Party, said they will back the deployment of the missiles.

To bolster its majority of seven seats among the 212 in the lower house, the government called back two ministers from abroad when half a dozen party dissidents appeared ready to dislodge the four-year coalition.

In recent weeks, Mr. Van Den Brande had mobilized about six colleagues, all belonging to the party's left-wing, against deployment. Small conservative parties outside the coalition, representing a handful of seats, were also expected to back Mr. Martens.

The first 16 of the 48 missiles due to be stationed at Florennes air base, about 40 miles (about 64 kilometers) south of here, arrived hours after his announcement Friday.

On Sunday more than 100,000 opponents of the missiles rallied in Brussels.

Belgium to Kill 10,000 Pigs

The Associated Press

BRUSSELS — The Agriculture Ministry said Tuesday it has ordered at least 10,000 pigs to be destroyed to combat an outbreak of African swine pest in Belgium.

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AMERICAN TOPICS

Phones and Banks:

'Lifelines' for Poor?

Deregulation and changing technology have brought on spiraling rates for bank and telephone services. The cost of both to consumers is expected to double or triple by the end of the decade, according to The Washington Post.

This has led consumer groups to urge that poor and elderly Americans be given the same kind of "lifeline" services for banks and phones that are now provided by public utilities, which have taken steps to see that people with low incomes continue to get heat and electricity in cold weather.

Many banks and telephone companies have moved to ease the burden, with an eye to beating lawmakers to the punch. Some critics, conceding that heat and light are necessities, argue that phones and bank accounts are not, and are concerned that declaring them necessities could lead to such "lifelines" forever multiplying.

Consumer spokesmen say that in today's society, banks and telephones are a necessity, not a convenience. But Kirk G. Williams of the American Bankers Association says, "We hate the term 'lifeline.' Banking is not a life-and-death situation as a utility service might be."

Keeping the 'Higher' In Higher Education

Jacques Barzun, author and critic, wrote a letter to The New York Times deploring the belief that higher education is "to everybody's taste and within everybody's aptitudes. It is, in fact, cruel and unusual punishment to those who lack the native bent, the preparation or both. It is also true that high intelligence, talent and personal and social merit are found in many forms other than academic ability. They deserve



Jacques Barzun

training and recognition on their own ground.

"If this were understood, we would be rid of both the self-serving pieties of educational leaders and of foolish clichés about elitism. It is not elitist for a ballet school to weed out those with weak legs or a baseball training camp to send home those with weak arms," he said.

Short Takes

Robert Salomon, who said the federal government hid his two teen-age children from him for almost two years while their mother was being protected as a witness in a racketeering trial, has won a \$100,000 settlement from the government. In San Francisco, Mr. Salomon's lawyer said this was the largest settlement in a number of similar suits against the Federal Witness Protection Program.

The potato chip appears to have fought off challenges from "natural" food snacks like bran and granola bars. In 1983 the salted snack food industry, whose mainstay is the potato chip, rang up record sales of \$6.1 billion, up more than 15 percent from the previous year. "Let's

face it," says Isabel Wolf, a U.S. government nutritionist, "not many people are going to relax by eating celery and carrot sticks."

Shorter Takes: Problems and uncertainties remain, but New York City has bounced back from the fiscal crisis of the mid-1970s, according to the New York state comptroller, Edward V. Regan. The city is running a budget surplus and is supported by an economy that is in its best shape in 25 years. . . . More selectively by Supreme Court justices, and not Chief Justice Warren E. Burger's proposed national appeals court, would end the court's heavy case load, according to a study directed by two professors at New York University law school, both former clerks of the high court.

Washington Drinks: Peril for New Yorkers

The cocktail hour can be treacherous for New Yorkers unfamiliar with Washington. The New York Times reports. Working on the mistaken assumption that a cocktail party is a social occasion, New Yorkers invariably arrive too late, stay too long, eat too little, drink too much and, with misplaced sophistication, talk about all the wrong things: their therapists, the exotic currency market, the latest novel, off-Broadway play or all-night sushi bar.

Robert Squier, a Democratic Party political consultant, told The Times, "If you don't realize that Washington cocktail parties are work, that you're supposed to go in knowing, ready to cut a deal, trade information or get something done, you can quickly become a frivolous person. Whereas in New York, if you go to a party and don't know the latest in restaurant, you're totally out of it."

—Compiled by ARTHUR HIGBEE

R.F. Botha Clashes With Tutu in Televised Debate

United Press International
WASHINGTON — The South African foreign minister, R.F. Botha, clashed angrily in a televised debate with Bishop Desmond M. Tutu, who compared his government's apartheid policies with Nazism.

Mr. Botha, confronting Bishop Tutu on Monday on U.S. televi-

sion, said that blacks would eventually be given a voice in all levels of government but that progress would come more quickly if other nations stayed out of the dispute.

Bishop Tutu, the first black Anglican bishop of Johannesburg and winner of the Nobel Peace Prize last year, said that since peaceful political means had been denied to

black South Africans, the black majority had no alternative but to seek international support.

"When are you going to listen to the victims and stop listening to the perpetrators of something as evil as Nazism and communism?" the bishop asked.

He asked the world community to help end "this vicious system."

Mr. Botha spoke from Cape Town; Bishop Tutu was in Johannesburg. They were brought face-to-face by television monitors.

"To compare us with the Nazis is an insult to the more than 100,000 South Africans of Jewish origin who came to this country and to our forefathers who fought with the Allied powers against Nazi Germany," Mr. Botha replied angrily.

Bishop Tutu condemned South Africa's pass laws under which he said 160,000 blacks were arrested last year for seeking work.

He added that the government, by uprooting 3.5 million blacks and requiring black workers to live away from their families 11 months a year, "destroys black family life deliberately."

Mr. Botha said his government realizes the "national and political aspirations of the urban black people cannot all be satisfied" through a system of semi-autonomous black nations within South Africa.

"It is particularly in respect of these that we have decided we will talk and negotiate and put together structures which will allow them to participate in decision-making at all levels eventually," he said.

That goal can best be achieved, Mr. Botha said, "if only the outside

world can stay out of it for a bit."

He added: "If the impression is created that outsiders are making our decisions for us, then that kind of pressure tends to slow down the process of reform."

2 Die in Township Unrest
Two blacks were killed Tuesday when police fired birdshot during renewed unrest around Port Elizabeth, South Africa. Reuters quoted police as saying. This brought the death toll in five days of violence in South African black townships to nine.

Most of the unrest has taken place in townships near Port Elizabeth, where blacks held a three-day strike to protest rising prices.

U.S. Companies in Appeal
U.S. companies in South Africa publicly urged the government Tuesday to dismantle apartheid laws in order to head off calls in the United States for economic sanctions against the country. Reuters reported from Johannesburg.

The American Chamber of Commerce in South Africa released a document that it had presented to the authorities calling for the abandonment of discriminatory laws. It said the document had been cordially received.



Leendert Plaisier on his Dutch farm which he has proposed as a site for Soviet missiles.

Dutchman Offers Farm as SS-20 Site

The Associated Press
DRONTEN, Netherlands — A Dutch farmer who wrote a political manifesto advocating nonviolence has offered the Soviet Union his land as a site for their SS-20 missiles if the Netherlands deploys U.S.-built NATO rockets.

Leendert Plaisier said he does not belong to any peace movement, but made the offer because he believes in balance. He said it would "even be safer if no missiles were deployed at all."

He added, "If these 48 rockets are deployed, and I'm sure that will happen, why not counterbalance them with the same number of Soviet missiles? A nuclear equilibrium will make our country a safer place to live in."

Mr. Plaisier, 44, said he went to the Soviet Embassy in The Hague recently to offer his 109-acre (44-hectare) plot in Dronten, a central Dutch farming community, as a deployment site.

Mr. Plaisier said Soviet officials did not make any promises but "agreed they did not like the nuclear buildup either."

He said he would not mind giving up the crops of beets, wheat and potatoes he now grows on the land. "Yes, it's my bread and butter now," he said. "But I'm not concerned about myself. It's future generations that count."

Mr. Plaisier said he told Prime Minister Ruud Lubbers and the Dronten town council of his offer to the Russians by mail earlier this month. He said Mr. Lubbers sent him a "noncommittal response" and that the council had not replied.

Mr. Plaisier wrote a 102-page personal and political manifesto,

and Pershing-2 missiles to counter the SS-20s the Soviet Union already has in place.

The Dutch government decided last June that it would take the 48 cruise missiles if the Russians deployed any more SS-20s by next November, but would deploy none if the number of Soviet missiles had not increased.

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Ex-Head of EPA Demands Legal Fees

By Dale Russakoff

WASHINGTON — Anne M. Burford has asked the White House to pay \$211,000 of her legal fees, claiming that Attorney General Edwin Meese 3d promised her that the Reagan administration would pay for her legal expenses if she resigned in March 1983 as head of the Environmental Protection Agency.

The agreement was oral and "not in writing," Mrs. Burford said in an interview published Monday in Legal Times, a trade publication. "You'd think he'd honor his word, wouldn't you?"

Monday in Legal Times, a trade publication. "You'd think he'd honor his word, wouldn't you?"

Mr. Meese, who in 1983 was counselor to President Ronald Reagan, refused through a spokesman to comment on Mrs. Burford's remarks. She resigned on March 9, 1983, amid a furor over alleged improprieties at the EPA.

[At the White House, Larry Speakes, the presidential spokesman, said, "The president's feeling on it is that Mrs. Burford should be compensated if it is appropriate." The Associated Press reported.]

Mrs. Burford said she thinks that her claim places Mr. Meese in a difficult position because he is seeking government reimbursement for legal fees of his own — \$720,000 incurred during a special counsel's investigation of alleged financial improprieties.

Mrs. Burford said that because the White House has not acted on her request, she plans to file a lawsuit "very soon" to try to force the administration to pay the legal fees she incurred after her resignation.



Anne M. Burford

Mrs. Burford was cited when she refused, under orders from Mr. Reagan, to turn over hundreds of documents to Congress.

Indictment In Draft Case Upheld in U.S.

United Press International

WASHINGTON — The Supreme Court on Tuesday upheld the federal government's policy of prosecuting only those young men who have publicly disclosed their refusal to register for the military draft.

The 7-2 ruling involved David A. Wayne, of Pasadena, California, who was indicted in July 1982 for failure to register after he mounted a campaign of active dissent, writing letters to President Jimmy Carter and the Selective Service System.

At the time, more than 500,000 eligible men had failed to register. Only 12 others besides Mr. Wayne, if vocal resisters, were selected for prosecution.

This policy was challenged in a suit filed by Mr. Wayne, who argued it violated First Amendment guarantees of free speech.

Writing for the majority, Justice Lewis F. Powell upheld a ruling stating that Mr. Wayne's indictment, which had been overturned by a lower court. This appears to allow the prosecution of Mr. Wayne and other dissenters to go forward.

Mr. Powell, rejecting arguments that the passive registration policy violated the First Amendment, wrote that by relying on reports of registration, the government was able to identify and prosecute only those who were vocal.

Mr. Powell said that prosecuting able nonregistrants "was thought to be an effective way to promote moral deterrence, especially since it was to proceed against publicly known offenders would encourage them to violate the law."

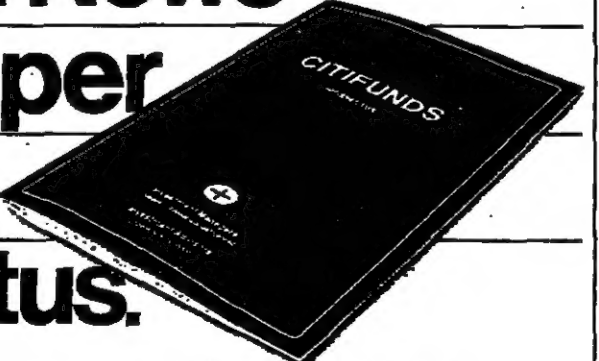
The limitations this placed on speech were no more "than necessary to ensure registration for the national defense," his majority opinion said.

Mr. Powell noted that this was interim enforcement strategy while the Selective Service was trying to develop an active policy. The intent policy is to match state ver's license records with Social Security files.

Y. Cartier Officials Held

United Press International
NEW YORK — The manager of assistant manager of the Cartier jewelry store were arrested today and charged with helping someone to avoid paying more than \$250,000 in New York state taxes over three years. The store's general office said. The store was accused of having allowed someone to give fake out-of-state addresses to avoid the taxes.

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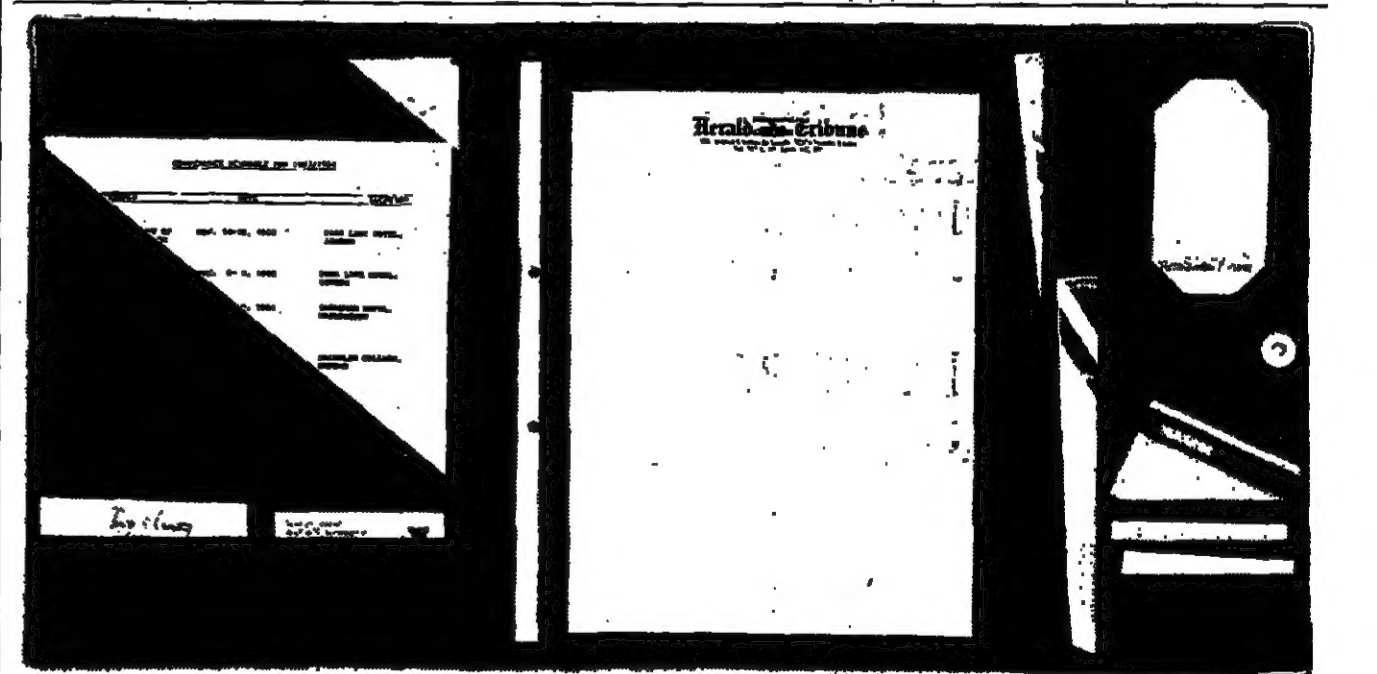
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INTERNATIONAL Herald Tribune

Published With The New York Times and The Washington Post

Prepare the Summit Now

As industrial countries move into the northern spring, they touch up the arrangements for their economic summit. Proposals uncurl from the word processors of the seven governments primarily involved. Even the smaller countries have some say — in the OECD — before the big seven withdraw into the spottiness of the summit.

Recent summits have produced little beyond pageantry and the drafting of communiqués whose lead content endangers the brain. When the seven meet in Bonn in six weeks' time, they could change this record by mapping out selective action instead of contenting themselves with eternal vetoes.

Each country wants something different from the summit. This is the only point in holding it. Limiting their objectives this year, the seven governments could draw up a selective action program that history might cite as an example of how sovereign countries can help each other to help themselves. There is room for a deal that would benefit the whole non-Communist world.

America's contribution would be to ensure, through a change of course by President Reagan, that the budget deficit will be reduced, thus clearing the way for an orderly fall in interest rates and the dollar.

Japan and West Germany, whose price performance is as good as America's, would guarantee action to revive demand to replace the stimulus provided by the overvalued dollar. Bonn may already be thinking in this direction, but Tokyo seems reticent. Britain's contribution might be a pledge to follow up the present budget changes if recovery proves disappointing. In all three cases it has to be realized that if economic disfigurements — unemployment in Britain

and West Germany and a huge trade surplus in Japan — are to be corrected, growth will temporarily need to be faster than the rate appropriate over the longer run.

For France and Italy the contribution should be very different. It would make no sense for either to stimulate demand, because that would put at risk the progress — still insufficient, and particularly fragile in Italy — toward price stability. But both governments ought to come out of the corner and show more positive support for a new GATT round of free trade negotiations.

And all seven governments should commit themselves to early action — without waiting for the inevitably laborious GATT processes — to roll back the special barriers to trade that the United States and Europe have erected in recent years and that have long discolored the Japanese image.

The keystone to a triumphal arch in Bonn will be American action on the budget. Without it, nothing will be built. But it will not be enough for Mr. Reagan simply to assert determination to get his proposals through Congress. No one believes that he can persuade Congress to adopt his present request. To convince his friends at the summit, he will have to soften his uncompromising stance on the pattern of spending cuts and, if necessary, on taxes. He cannot do this at the summit itself because the budget is primarily a domestic American affair. Unlike Henry IV, he cannot travel to Canossa, or Bonn, to surrender to the Church. So he should start compromising in Washington now. He does not have much time to make a convincing gesture, but if he does not, we doubt if the sap will rise this spring.

INTERNATIONAL HERALD TRIBUNE.

Belgium Keeps a Promise

The Belgians, NATO members, had promised to do their alliance duty by starting to deploy their share of new missiles this month, and they have now delivered on their promise. It was not easy politically for Prime Minister Wilfried Martens but, facing elections at the end of the year, he decided to take the step well in advance and to take it in style. So he did. His announcement came last Friday, and over the weekend the first batch of 16 cruise missiles were flown in. The 16, and the 32 due to come later, will not make the difference between security and no security for Belgium and Europe. But by deploying them Belgium gives West Germany crucial political company. That is what alliance solidarity is about.

The Soviets, not by design, gave the Belgians some useful help at the end. At the Chernenko funeral the Belgian foreign minister asked his Soviet counterpart a question that, one can safely guess, he knew how the Soviet would answer. Will you undertake talks on offensive weapons from talks on defensive weapons? The Belgian asked. Linking them is, of course, the essence of the Soviet negotiating strategy. The

Belgian government was then in a position to inform its closely divided electorate that, since Moscow had left so little room for negotiations on offensive arms, Belgium had no honorable or reasonable choice but to start deploying. Any other response would have given Moscow an unmerited political and psychological boost just as the Geneva talks were starting.

Sixteen cruise missiles: That is not very many. The Soviet Union has deployed a large number of SS-20s — 18 — just in the last two months. The total number of triple-warhead, first-strike SS-20s trained on Europe has now climbed to 414. For more than five years Moscow has been putting Western Europe under the gun, literally. NATO started answering the Soviet deployments only last year. The governments of West Germany, Britain, Italy and Belgium have come forward, all of them at considerable political cost, but all of them finally convinced that deployment was essential in order to maintain the essential alliance qualities of combined strength and mutual obligation. Only the Dutch still lag.

— THE WASHINGTON POST.

Millions of Hot Potatoes

Earlier this month, while American physicians were performing three successive heart transplants — one of them using an unharvested man-made pump — on a Tucson man who subsequently died, The Wall Street Journal ran a report on the increasing number of hospitals that are "dumping" seriously ill patients unable to pay their bills. Can this be a sensible — and moral — way for America to distribute its health resources?

Writing in the Princeton Alumni Weekly, Professor Uwe Reinhardt observes that patient dumping is a perhaps predictable progression from the traditional American way of dealing (or not dealing) with people whose budgets do not meet their medical needs. Under the old system, the costs of caring for the uninsured were shifted from pocket to pocket — first to hospitals, then to insured patients' bills, then to insurance companies and finally to employers, who pay for most insurance.

Now two things have changed. A rise in the number of poor and long-term unemployed, along with the continuing cutbacks in Medicaid programs that never covered most of the poor and near-poor anyway, has increased the number of uninsured patients. New pressure from the government and from employers to cut hospital costs has made hospitals and doctors less willing to run the risk of being stuck with uncollectible bills. So, Mr. Reinhardt

notes, the type of shifting is changing. Now it is not simply costs that are passed along; instead, "the uninsured poor themselves become the hot potatoes one hospital seeks to dump into the lap of another."

The pressures producing this shift are not necessarily bad. In the pursuit of the best possible care with the least possible restraints on patients or doctors, the United States has let its health bill consume a larger share of GNP than have other countries with far more comprehensive health systems. The problem is that policymakers and the public have not faced up to the inevitable consequences of squeezing a system that, at its most expensive, never adequately served millions of people.

And so, while media-conscious doctors race to produce still more exotic treatments, a desperately ill baby sometimes dies after waiting for hours in the emergency room of a regional medical center because a pediatrician will not admit an indigent patient. A woman in labor is moved to a county hospital when doctors finally decide she needs a Caesarian section and the hospital she is in will not accept her husband's promise of installment payments.

If stories like these keep getting reported, Mr. Reinhardt notes, the United States runs the risk of losing its membership in the "club of civilized nations."

— THE WASHINGTON POST.

FROM OUR MARCH 20 PAGES, 75 AND 50 YEARS AGO

1910: America Weighs Conservation
NEW YORK — On conserving America's resources, the Washington Herald says: "Our use of our forest lands, of our coal deposits, of our natural gas and oil reservoirs is almost criminal in its wastefulness. With all our ingenuity for harnessing nature we allow the water power of the land to fall unused. Only recently have attempts been made to harness Niagara. A national introspection and the taking of an accounting with ourselves might prove beneficial to the nation." The Indianapolis News adds: "Out of the rashness of past years has grown the belief that something ought to be done to protect our land, forests, water power sites and mineral deposits. The problem is correctly stated by President Taft when he says that it is 'how to save and how to utilize, how to conserve and still to develop.'"

1935: Soviets Arrest Czarist Figures
MOSCOW — More than a thousand persons, including former princes, nobles, statesmen and generals under the Czarist regime, have been arrested in Leningrad during the last few days and have been deported to eastern regions of the Soviet Union. According to an official communiqué issued (on March 19) by the Commissariat for Internal Affairs, they will be handed over for trial, charged with being concerned in anti-Soviet activities in favor of foreign states. The list of those arrested includes 41 former princes, 33 former counts, 76 former barons, 35 former factory owners, 68 landlords and tradesmen in big business, 142 statesmen under the Czarist regime, 547 ex-generals and other high commanding officers and 113 former police and secret service officials.

Gorbachev to the Rescue: Big Job, Big Opportunity

By Seweryn Bialer

This is the second of two articles.

WASHINGTON — Despite the prodding of his more impatient allies, Mikhail Gorbachev's basic tactic during Konstantin Chernenko's brief tenure was to capitalize on his own youthful, energetic image while working to combine the support of former Andropov appointees and followers with that of Mr. Chernenko and many of his loyalists.

Mr. Gorbachev managed to stay in the public eye, as on his trip to Britain, while avoiding overexposure, which would have infuriated the old guard. So he decided not to go to the United States himself on the recent visit of Soviet parliamentarians, instead sending Vladimir Shcherbitsky, a Politburo member and the Ukrainian party boss.

Last year, when Mr. Chernenko dropped out of most official activities, Mr. Gorbachev became in fact, if not in title, the second secretary of the Central Committee. He routinely began to chair meetings of the secretariat of the Central Committee, and he organized the work of the other secretaries.

Mr. Chernenko's patronage proved decisive. He established important precedents in the early stages of his illness by opening the meetings of the Politburo and then turning over the chair to Mr. Gorbachev — against the wishes of old guard figures such as Andrei Gromyko, Nikolai Tikhonov and the Moscow party boss, Viktor Grishin. There is evidence that in the last few months Mr. Gorbachev became, effectively, the official chairman of the Politburo. There are also reasons to believe that he chaired meetings of the

military council, the highest party-military body, which prepares decisions on security matters for Politburo approval.

Defense Minister Dmitri Ustinov would have been a crucial actor in the succession drama; little is known for certain about his view of Mr. Gorbachev. There were rumors in Moscow after Mr. Ustinov's death in December that he had thrown his support behind Mr. Gorbachev, both because he was an Andropov loyalist and because he became friendly with Mr. Gorbachev in the few months before his death from cancer, which Mr. Ustinov knew was coming.

There are signs that after Mr. Ustinov's death it was not the party secretary in charge of military industry, Grigori Romanov, who became responsible in the Politburo for military affairs, but Mr. Gorbachev himself, as de facto chairman of the military council.

Also working to Mr. Gorbachev's advantage were the changes that Yuri Andropov was able to make during his brief tenure. He brought in younger people who were natural Gorbachev allies, including the new premier of the Russian Republic, Vitaly Vorotnikov, promoted to the Politburo; the head of the KGB, Viktor Chebrikov, an alternate member of the Politburo; the Central Committee secretary for personnel, Igor Ligachev, and the economic secretary, Nikolai Ryzhkov.

When Mr. Chernenko died, the political momentum was strongly behind Mr. Gorbachev — which explains the surprising speed with which he was elected general secretary.

In my opinion he will now consolidate his power quickly, reflecting the wishes of the Soviet elite and of party activists.

By the tradition established in the Brezhnev period, he is entitled to the permanent chairmanship of the defense council and to the presidency of the presidium of the Supreme Soviet, which would give him the honorific of "president" as Soviet head of state.

These positions are of strategic importance by themselves. Add Mr. Gorbachev's youth and tactical skill and the expectation that he will be in office for many years, and we can anticipate a virtual rush of other state and party officials to proclaim their loyalty to the new leader and the support of his plans.

But the opportunistic new loyalists who will flock to his standard will give Mr. Gorbachev only the appearance of dominance. To firmly establish ascendancy, he needs a solid political base built on personal loyalties.

First of all, he has to deal with the old guard and put an end to the fragmentation of power at the top. This will mean easing out or neutralizing the most important representatives of the old guard — Mr. Gromyko, Mr. Tikhonov and Mr. Grishin. Dealing with the

indestructible foreign minister will be Mr. Gorbachev's biggest challenge.

There were credible reports just before Mr. Chernenko's death that Mr. Gromyko had tried to engineer a "stop Gorbachev" scheme. Mr. Gorbachev cannot tolerate for long the survival of Mr. Gromyko's kingdom within a kingdom — the monopoly of policy that he has established in the Foreign Ministry.

Perhaps the simplest way to ease Mr. Gromyko out would be for Mr. Gorbachev to forgo for the time being his own election as president of the Supreme Soviet's presidium, and saddle Mr. Gromyko with this largely symbolic position. That would allow the new general secretary to put the Foreign Ministry in its traditional place, subordinate to the central party apparatus and the secretariat.

The timing of Mr. Chernenko's death could not have been more propitious for Mr. Gorbachev. It gives him multiple opportunities to build the personal political base he needs.

One opportunity comes from the shrunken size of the Politburo: with Mr. Chernenko's death, it has fallen to 10 members. This gives Mr. Gorbachev an opportunity to add people loyal to him to this most important body.

Second, he can now convene a meeting of the Central Committee of the Communist Party that has been delayed a number of times and is overdue. At a plenum he can present his initial policy ideas and can make the necessary personnel changes at the top.

Third, the leadership decided some time ago to draft a new party program replacing the one adopted at the 1962 party congress under Nikita Khrushchev. Mr. Gorbachev inherits responsibility for the development of this plan and can introduce his own ideas.

Fourth and most important, a new party congress is due late this year or early next. His "own" congress gives Mr. Gorbachev the unparalleled chance to proclaim his long-range plans for domestic reforms to the party and the nation, and allows him to "clean out the stables" by making major personnel changes throughout state and party bureaucracies.

Even as he consolidates power, Mr. Gorbachev will have to operate for a long while within the context of collective and oligarchic decision making established in the Brezhnev era. The extent of his freedom of action will depend on his ability to surround himself with leaders who will be responsive and loyal.

I expect Mr. Gorbachev to model his approach on Mr. Andropov, the leader whose promise of change was cut short by death. An activist willpower, political and manipulative, talent, consistency and a broad vision.

The right leader at the right time can make a major difference. Mr. Gorbachev's accession could represent the reassertion of Soviet power in the world, the determination to attack domestic malaise and to deal more successfully with foreign and military problems. The Soviet people may now discover their country's capacity for dealing with the many grave problems it faces.

The writer is a professor of political science at Columbia University and a frequent visitor to the Soviet Union. This comment is excerpted from an article in The Washington Post.



Israel in Lebanon: America's Interests Were Beside the Point

By Philip Geyelin

WASHINGTON — Shiite terrorists kill Israeli occupiers of southern Lebanon. Israel strikes back with operation "Iron Fist." The United States vetoes a United Nations resolution exclusively condemning Israel. The Shiites vow vengeance against America, whose diplomats hunker down behind barricades or retreat to safe havens. Anti-Americanism is inflamed. U.S. influence in a strategic region is diminished.

There are crazy and/or uncontrollable elements in all this — the terrorists, for one, and the viciously anti-Israeli UN majority, for another. But

the all-too-common consequence has been to compromise whatever useful role America can play in the Arab world in the interests of bringing stability and security to a vital region. That has been the story of the Lebanese experience from the start.

In 1981, U.S. special envoys had removed the direct threat to Israel from the forces of the Palestine Liberation Organization in southern Lebanon by negotiating a cease-fire across the Lebanese-Israeli northern frontier. For 11 months the cease-fire

I am not talking about any strong-arm pressures or some U.S. right to dictate Israeli policy, bought and paid for by annual military and economic aid measured in the billions. I am talking about a partnership that is skewed in exactly the opposite way: an almost reflexive American submission to Israeli policies.

The all-too-common consequence has been to compromise whatever useful role America can play in the Arab world in the interests of bringing stability and security to a vital region. That has been the story of the Lebanese experience from the start.

In 1981, U.S. special envoys had removed the direct threat to Israel from the forces of the Palestine Liberation Organization in southern Lebanon by negotiating a cease-fire across the Lebanese-Israeli northern frontier. For 11 months the cease-fire

was a success on its own terms. No shells from Lebanon were falling on towns in Galilee when the Israelis seized on the pretext of an assassination attempt on their ambassador in London (by an extremist group that had broken off in opposition to the PLO) to break the cease-fire.

By its tacit approval of the invasion, the United States became an accomplice. Worse, the Reagan administration indulged the Israeli myth that the Lebanese humpty-dumpty of 1982 could be put back together just the way it was when the French decolonized Lebanon in 1943 and arranged for a predominantly Christian government friendly to Israel and to the West. It was as if nobody had noticed a fundamental demographic shift in favor of the Lebanese Shiite elements in general and the Shiites in particular.

Meanwhile, having run most PLO fighting forces out of Lebanon, Israel created a whole new enemy in the Shiites, settling under Israeli occupation in southern Lebanon.

Prime Minister Shimon Peres told last fall, while he was in Washington,

of his concern that Israeli occupation of Shin territory was playing into the hands of radical elements in a way that could only incite extremism to terrorism. So Israel has long known the need to withdraw. The four Israeli soldiers killed by terrorists March 10 were a harsh reminder.

True, any way that Israel withdraws — swiftly or slowly — leaves behind a bad scene. But, longer Israel tries to pacify southern Lebanon with an "iron fist," the greater the odds of an even worse scene and even more damage to be American and Israeli interests.

An administration with a pro-Soviet U.S. superpower responsibility in the Middle East would, making that argument forcefully, its Israeli partner. It would, that is, this was a partnership in which both parties had the habit of taking other's interests into account.

Washington Post Writers Group.

And Israel's Interest Has Been Clumsily Disserved

By Anthony Lewis

BOSTON — When a country is misled by its government on fundamental issues of war and peace, it may take years to learn the price of folly. The decisions that took America step by step into Vietnam had their reckoning 10, 20, 30 years later.

Israel has no such luxury in Lebanon. Less than three years have passed since Ariel Sharon sent Israeli forces across the border in a grand strategic stroke. Today every Israeli faces the grim consequences of that act, menacing the present and shadowing the future. The war in Lebanon can already be seen as one of the worst disasters in Israel's brief modern history — a self-inflicted disaster.

The Vietnam analogy, in its inexactness, indicates the extent of the danger. However severe the trauma in Vietnam, the United States was 10,000 miles away when the war ended. Israel, after withdrawing from Lebanon, will still have to live with the Lebanese as neighbors: neighbors transformed in large numbers from passivity to violent hostility.

The greatest single consequence of the Israeli invasion and occupation has been the arousal of the Shiites, the dominant population group in the south. In all the years after 1948 the Shiites had no particular quarrel with Israel. By 1982 they had become resentful of the Palestinian guerrillas stationed in southern Lebanon, and many Shiite villages welcomed the Israeli invaders with flowers.

Now the Israeli occupation forces and the Shiites are locked in a murderous cycle of violence, with guerrilla killings followed by the smashing of Shiite villages. Religious fundamentalism is flourishing. The radical Hezbollah, or Party of God, has signs right at the border, after withdrawal is completed, its northern villages will face a far more serious threat from Shiite guns and rockets than they ever did from the PLO.

That Israel brought such a danger upon itself is hard to understand. There are many Israelis knowledgeable about and sensitive to Shiite

Muslim traditions. But the occupation army displayed much insensitivity, even disrupting Shiite religious institutions. And instead of making security arrangements with the Shiites, the government relied on the Israeli South Lebanese Army, which is now disintegrating.

How could this have been made? They have to be attributed to hubris — the overreaching pride that affected the whole operation.

The invasion's stated purpose was to remove PLO guerrillas from southern Lebanon. But General Sharon, a man of great personal ambition, had a broader agenda. He engaged the Syrian army, intending to end Syrian influence in Lebanon. He planned to install in Beirut a Christian Phalangist regime closely tied to Israel.

Those strategic aims were built on fantasy. And their pursuit proved disastrous. Ze'ev Schiff, the respected military correspondent of the Tel Aviv newspaper Ha'aretz, summed up the results of the war as follows: "Israel and the Lebanese Christians have been weakened. Syria has been strengthened, and Lebanon has become more Arab than it ever was."

Some of the responsibility for the disaster rests in the United States. The Reagan administration, through then Secretary of State Alexander Haig, winked at the Sharon invasion plans instead of seeing them as the folly they were and saying a firm no. American supporters of Israel, too many of them, defended the invasion heedless of the consequences — as if it could help Israel to give knee-jerk support to the disastrous policies of one of its governments.

Some American supporters are still trying to prove that the invasion was wise. Charles Krauthammer, a senior editor of The New Republic, writing in January, said "Israel won the main event" in the war, the battle with the PLO. "As Israel tanks head home," he concluded, "leaving Lebanon to the Lebanese and the Bekas to Syria, they leave in victory."

Israelis are too sensible to believe fantasies. Their system has responded to reality in Lebanon far sooner than America's did in Vietnam.

An editorial writer in Ha'aretz whose son is serving in Lebanon wrote recently of his relief on learning that his son had not been hurt in

a lethal guerrilla attack. Then he added: "You start hearing the babble about a 'heinous deed' and the war against terrorism, and you wonder: What are they talking about? T. Shiites are fighting for their land (it's only way they know how and according to the norms prevailing there. T. one who should not be there, the one who should not have been there from the start, is my son."

The New York Times.



LETTERS TO THE EDITOR

About the Palestinians

Regarding "A Palestinian Answer to a Fundamental Question" (March 9):

In condemning Israel, Mohammad Tarbush overlooks two points.

Whatever the causes and future of the Arab refugee problem, is there any reason why those refugees should be kept in abject poverty among people claiming to be their brothers? Why can they not be given decent living standards pending a future settlement? The answer is simple: It is because the Arab hosts wish to keep the refugee problem as a hot political issue for their own ends.

Second, the assertion that Israel has "re-baptized" Palestinian culture

is nonsense. The Israelis, it seems, can do no right. If they eat gefilte fish, they are importing alien culture. If they eat falafel, Mr. Tarbush claims, they are stealing local culture. Israelis are part of the Middle East — if only the Arabs would allow them.

BARRY SHENKER, London.

Mohammad Tarbush might have improved his column on the unfortunate Palestinian refugees by taking note of the roughly similar number of Jewish refugees who fled the Arab countries between 1948 and the early 1950s — without any compensation offered for their confiscated properties or any special UN agency estab-

lished specifically to aid them. would this perhaps expose his argument that compensation is owed the Arab, and only the Arab, refugees of this tragic conflict as not so impracticable but also one-sided?

GIL ANAV, Oxford, England.

Letters intended for publication should be addressed "Letters to the Editor" and must contain the writer's signature, name and full address. Letters should be brief and are subject to editing. We cannot be responsible for the return of unsolicited manuscripts.

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INSIGHTS

Talents of Entrepreneurs Often Threaten the Businesses They Create

By Paul Richter

Los Angeles Times Service

NEW YORK — Hard-charging Charles I. Peddle, who had the go-getter to launch five businesses and the vision to inspire hundreds of employees, loves the grand gesture.

He once whisked senior staff and dealers of his Victor Technologies Inc. by chartered jet from a trade show in West Germany to Paris. Addressing them at a café near the Arc de Triomphe, he declared with Napoleonic flourish that he would marshal the "troops" of his struggling computer company to defeat the massed armies of the industry leader, International Business Machines Corp.

But the flamboyant Mr. Peddle has less patience for the mundane details of management, say some former employees. He once told a young budget analyst that any financial planning that could not be done on a calculator-watch was worthless. And on another occasion, to make a point, he ordered Victor's main computer unplugged, losing vital company records in the process.

Such gestures, some would say, are classic symptoms of "entrepreneur's disease," character traits that make Mr. Peddle well-suited to launching companies but less equipped to run them as they grow into large organizations. Those traits were a key reason that Victor, which was once fast growing, last year tumbled into bankruptcy-court reorganization, some former Victor officials contend.

If Mr. Peddle has the ailment, he is not alone. The problem is widespread and widely recognized. George Constock, founder of Diablo Systems Inc., a Fremont, California, manufacturer of computer printers, defines an entrepreneur as "a guy who takes a company to 50 people, then screws it up."

Treatment of the problem has become a matter of growing concern, and not only because it frustrates the money-making ambitions of businessmen. The routine failure of early-stage entrepreneurial companies means a squandering of U.S. capital and business talent as well as the regular loss of jobs.

Now, as ever more Americans are bitten by the urge to start their own companies, academicians, management consultants and the company-builders themselves are all seeking treatments for entrepreneur's disease. They want to know how entrepreneurs can develop management skills and guide their fledgling companies through the difficult transition to maturity.

"Next to sex and money, I'd say it's what entrepreneurs talk about most," said Joseph R. Mancuso, whose Institute for Entrepreneurial Management holds seminars on how executives can cultivate their companies from small size to large.

The conflict is fundamental, the experts agree.

To succeed, they say, entrepreneurs must be self-confident, decisive and sufficiently self-reliant to handle all facets of their companies' work.



Steven P. Jobs, left, co-founder and chairman of Apple Computer Inc., and John Sculley, the company's president, with the new Macintosh personal computer. Mr. Sculley got a \$2.5-million bonus to impose discipline on the company.

In a single day, the head of a small manufacturing company might be required to modify a product's design, order a shipment of parts, arrange a bank loan and rewrite the company's advertising slogan.

As the company adds staff, however, the entrepreneur is forced to act more and more as an administrator, a "professional manager" who manages a group of managers who must jointly reach decisions and act. This professional manager, according to the experts' consensus, must have the patience to wait out such decisions, to attend to the organization's nuts-and-bolts details, including the myriad personnel problems that arise.

Those activities go against the grain of entrepreneurs, say those who have studied the problem. The very self-reliance that makes them good entrepreneurs makes it difficult for them to delegate; their decisiveness makes it difficult for them to wait out committee decisions. And because they are visionaries, they often do not have the patience to handle the personnel problems. They get bored.

"It's almost like playing the violin and boxing," said Mr. Mancuso. "If your hands can do one, they can't do the other."

The explanation offered by psychologists is that entrepreneurs are often poor managers because they are too involved with turning their very personal dream into reality.

To be sure, there are notable examples of entrepreneurs who prove themselves skilled managers, or who are flexible enough to turn over key administrative tasks to such a person.

For example, the co-founders of Intel Corp. — Gordon E. Moore, Andrew S. Grove and Robert N. Noyce — remain at the helm of the Santa Clara, California, computer-chip manufacturer that they built up to a company with \$1.7 billion in revenues and made a model of good management. And, in a much-publicized success story, Steven P. Jobs, 29, one of the whiz-kid founders of Apple Computer Inc. in Cupertino, California, recruited a PepsiCo executive, John Sculley, 45, with a \$2.5-million bonus to impose system and discipline on the growing company.

But such cases are exceptions. Some entrepreneurs ignore the need for managers entirely.

From 1905 to 1920, Henry Ford built what was the world's most profitable manufacturing company. Ford believed that companies do not need managers at all, but only the entrepreneur and his "helpers," or "courtiers," noted Peter F. Drucker, a management professor, in his work, "Management." Ford dismissed or sidelined any helper who dared to act as a manager and kept a corporate "secret police chief" to root out any stirrings of individual initiative.

As a result, between 1920 and 1927, Ford's business empire fell apart, leading to a poor third in the market and losing money almost every year for 20 years.

Entrepreneurial errors are usually not so extreme, however. The company-builders more commonly slip up because of overconfidence or their preoccupation with long-term goals, say the management experts. Immersed in their dream of dazzling the world, entrepreneurs often try to do too much, spreading their companies' efforts across too many products.

Faint Stirrings of Peace Thrust Israel's Weizman Back into the Limelight

By Edward Walsh

Washington Post Service

JERUSALEM — "Without me," said Ezer Weizman, "Shimon Peres would not be the prime minister."

The setting hardly befitted a man who claims to be the kingmaker of Israel's national unity government. Mr. Weizman's office, down the hall from where Mr. Peres presides over the government, is small and spartan, decorated with reminders of the occupant's military and political past.

For most of the first six months that the national unity government has been in office, Mr. Weizman has labored in relative obscurity. But events of the last few weeks — the resumption of a dialogue between Israel and Egypt, the faint stirrings in the moribund Middle East peace process — have thrust him into the limelight once again.

When Mr. Peres went to Europe late last month, he took Mr. Weizman with him. On the surface it was an odd choice, for Mr. Weizman is a minister without portfolio whose principal mandate is to look after Israel's 700,000 Arab citizens. But Mr. Weizman also is known in Israel as "Mr. Egypt." He was a great friend of Anwar Sadat and Mr. Peres knew that in Bucharest he would be meeting a secret envoy from Mr. Sadat's successor, Hosni Mubarak.

A few days later, when Mr. Mubarak dispatched two more envoys to Jerusalem, Mr. Weizman was one of only a handful of Israeli government ministers who met with them in Mr. Peres's home and office. And in the days since then, he played a leading role in defending the government's initially favorable response to the Mubarak initiative against rightist criticism that it was all "a trap" or a "public relations play" before Mr. Mubarak's trip to Washington.

"I prefer in general to say yes more than no," Mr. Weizman said. "One can always say no."

One senior official who is close to the prime minister said, "Weizman pushes Peres in directions that Peres wants to be pushed."

IMPLICIT in this observation is the fact that the divisions in Israel's government are not just between the Labor Party and the Likud bloc, but within the two main government partners. Mr. Peres and Mr. Weizman were more enthusiastic about the recent flurry of Egyptian-Israeli contacts than were some

other Labor Party officials, among them Mr. Peres's old party rival, Defense Minister Yitzhak Rabin.

The photographs in Mr. Weizman's office recall his past, and some would say his transformation from hawk to dove. On one wall, there is a picture of him in a British Spitfire during World War II, when he learned to fly, and on another wall there is a photo of a U.S.-made F-15, the cutting edge of the modern Israeli Air Force. Mr. Weizman flew in that air force, later commanded it and finally, as minister of defense, oversaw its development.

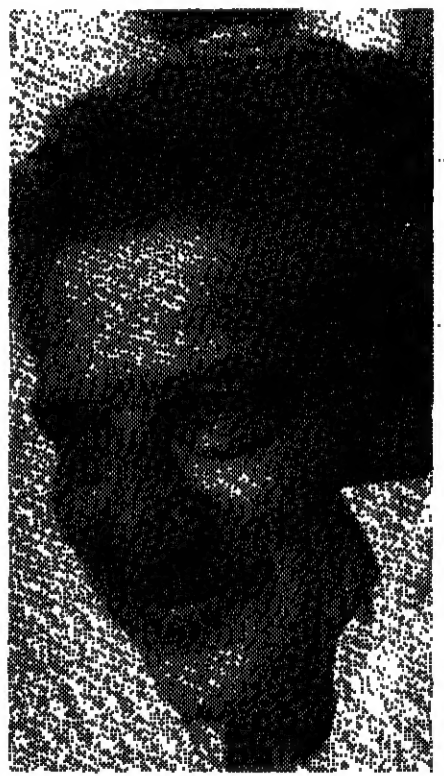
Other pictures in the room recall Mr. Weizman's proudest political moment — the 1978 Camp David peace conference. He is pictured there with Sadat and President Jimmy Carter. On the wall directly behind Mr. Weizman's small desk, there is a picture in which he takes special pride. It shows the young air force officer seated at a table in the King David Hotel in Jerusalem, flanked by Israel's two most bitter political rivals — David Ben-Gurion, prime minister from the Labor Party, and Menachem Begin, founder of the Herut Party, the key element in today's rightist Likud alignment.

Mr. Weizman used the photograph during last summer's parliamentary election campaign to symbolize his stance somewhere between the country's two main political power centers. At the head of a new party he called Yehud (Togetherness), he refused to say whether he preferred a Labor or Likud-led government to emerge from the election.

When the election produced a virtual deadlock between Labor and Likud, Mr. Weizman's party, which captured three seats in the Knesset, Israel's parliament, held the balance of power. His decision to join the Labor Party doomed any chance that Likud could assemble a parliamentary majority on its own, making a government of national unity the only realistic alternative. Mr. Weizman's claim to have "made" Mr. Peres prime minister is no idle boast.

Now that the election is over, Mr. Weizman can afford to be more candid. Mr. Weizman, who was forced out by Mr. Begin as defense minister in a Likud government because of differences over putting the Camp David accords into effect, said in a recent interview: "I did not want to see the Likud back in power. As Sadat used to say, 'for sure.'"

So, at 60, Mr. Weizman has cast his lot with the Labor Party, and with its more dovish wing. He suggested that when the national unity gov-



Ezer Weizman

ernment breaks up he would not mind being named foreign minister in a new Labor-led government under Mr. Peres.

In the meantime, Mr. Weizman is devoting most of his time to the myriad problems of Israel's Arab minority, a subject he calls "fascinating" and "a hell of an Israeli problem." He has eliminated various special government offices dealing with Arabs, hoping thereby to force a small measure of integration in Israeli society, and he is seeking to encourage economic development in the heavily Arab sections of the country.

"The animosity between Arabs and Israelis is so great now, worse than before," he said. "I think it is due to the long years of war, and to a basic, latent fear and perhaps lack of confidence. There is a lack of confidence in Israel in the whole peace process."

Mr. Weizman clearly does not share that lack of confidence. Mr. Begin, he said, was a "hawk," but he seized the opening for peace with Egypt. Mr. Weizman would like to be known in the same way, as "a hawk for peace." At the same time, he shares in the almost unanimous Israeli consensus on the limits of compromise. "I do hope King Hussein understands that he will never have Jerusalem back," Mr. Weizman said.

In a recent televised debate with Moshe Arens of the Likud bloc, Mr. Weizman further solidified his image as an exponent of negotiations with the Arabs by referring to Fahd Kawasmeh, the exiled mayor of Hebron in the Israeli-occupied West Bank, with the Hebrew phrase that means "of blessed memory."

Mr. Weizman's remark shocked some Israelis because Mr. Kawasmeh, shortly before his assassination in Amman, Jordan, in December, had been elected to the executive committee of the Palestine Liberation Organization. But Mr. Weizman brushed aside the criticism, recalling that in the various stages of his career — as fighter pilot, defense minister and now champion of renewed contacts with Egypt — his relationship with the Arabs has never been simple or one-dimensional.

"I kicked him out of the country," Mr. Weizman said, recalling one early morning in 1980 when Mr. Kawasmeh was expelled from the West Bank following the murder of six Jews in Hebron. As he pushed Mr. Kawasmeh into a helicopter that would take him to Lebanon, and from there to exile in Amman, Mr. Weizman said he apologized.

Sense of Disillusionment Grows in Israel

After 6-Month Political Truce, Divisions Reappear Over Mideast Strategy

By Jim Hoagland

Washington Post Service

JERUSALEM — After a six-month political truce enforced by a national unity government that has joined the Likud and Labor parties in shared policies, Israel's political leaders are gingerly resuming their national debate over the future of the country's relations with its Arab neighbors.

The coalition government has enabled Israel to impose austerity measures on a chaotic economy and to begin the withdrawal of its army from the quasistate of Lebanon. Now, divisions over broader Middle East strategy are surfacing again because of an ambiguous Egyptian proposal to get talks started on the West Bank territory of the Jordan River.

Talk of new peace initiatives and the unlikely prospect of King Hussein of Jordan suddenly agreeing to territorial negotiations with Israel have sent fleeting shadows across the unity painstakingly developed by Prime Minister Shimon Peres and Foreign Minister Yitzhak Shamir on other matters.

"Lebanon was not an ideological problem," Mr. Shamir observed during an interview in which he praised the responsibility-sharing aspects of the coalition government. "Judea and Samaria is an ideological problem" between Labor and Likud that could threaten the coalition, he added, using the biblical names preferred by Likud leaders for the West Bank.

Likud "would never accept that we embark on a search for territorial compromise" with Hussein if Hussein were to put forward such a proposal, said David Levy, the Moroccan-born minister of housing who is seen by many as Mr. Shamir's successor as head of Likud. "We are working together well now, but there are unrealistic things that would cause the government to fall."

Interviews with Mr. Levy, Mr. Shamir and other senior Israeli political leaders suggest that Israel approaches the sixth anniversary of the Camp David peace accord, and the end of its military involvement in Lebanon, in a mood of disappointment and disillusionment with the country's ability to transform the attitudes of its Arab neighbors either through peace or war.

That frustration in turn translates into declining interest in exploring the prospects for agreements of any sort with Arab countries involving new exchanges of territory for peace, the interviews suggest.

CAMP David, in this view, produced only a "cold peace" with Egypt instead of the full range of relations that Israel was promised in return for giving back all Egyptian territory conquered in the 1967 Arab-Israeli war. That frustration appears to extend into Mr. Peres's Labor Party, which is nominally committed to negotiate with Hussein to relinquish part of the West Bank in return for peace. It is also producing new support within Labor for political arrangements with Hussein that exclude giving up territory.

"It could be that we have to come to an understanding on sharing" jurisdiction on the West Bank and Gaza, said Ezer Weizman, Mr. Peres's informal adviser on Arab affairs and minister without portfolio in the coalition government. "Today you have to say that the autonomy plan for the West Bank" designed by Prime Minister Menachem Begin in 1979 "was a good beginning." Mr. Weizman said, adding that "the final result may be something in between autonomy and a territorial concept."

For many Israelis, Mr. Weizman indicated, another approaching anniversary may be at least as important as the March 26, 1979, signing of the Camp David accord on the White House lawn.

"Next year we will have been on the West Bank for 19 years," he said. "That is exactly the same time that Hussein was on the West Bank." Jordan took control of the territory, which had been part of the mandated territory of Palestine, during the 1948 Arab-Israeli war.

The growing sense of permanence that the Israeli presence on the West Bank inspires today and the pattern of settlement there during the past two years strongly suggest that the West Bank already may have slipped beyond Hussein's grasp.

"Hussein likes to live," Mr. Levy said in French, "and he knows he cannot afford to give up a half, or a fourth, of Judea and Samaria. And neither will Israel share like that, not one half, not one fourth. We have to talk about political sharing, about autonomy for the people who live there, but not about territory."

THE passage of time since Mr. Begin got Anwar Sadat and Jimmy Carter to agree to center the first phase of negotiations about the Palestinian-inhabited territories on self-rule rather than on territory has had no such or paradoxical effect. Many members of Likud who initially were opposed to or noncommittal about the Camp David accord have become its strongest advocates.

"People who voted against Camp David are even more determined to make it work now than those who voted for it," said Moshe Arens, a former defense minister and ambassador to Washington and now a minister without portfolio. As a Likud member of the Knesset, Mr. Arens voted to reject the peace agreement.

"We thought then that the price was too high," he said. "We are in the position of having paid the full price for the ticket, and we want to get to the destination we're supposed to reach."

Mr. Arens, Mr. Levy and Mr. Shamir insisted in separate interviews that the Camp David arrangements for autonomy talks between Israel and Jordan, with Palestinian participation, must form the next step in the peace process. Hussein has said that he will join peace talks only on the basis of the return of all of the territory occupied in 1967.

"If Hussein steps forward and says he wants to make a deal on the basis of territorial compromise, there will be serious problems" within the coalition, Mr. Arens predicted. "Likud will say we cannot do that," while Labor is bound by its previous position to explore such an offer.

At that point, Mr. Levy predicted, there would be a rupture in the coalition and new elections in which he would challenge Mr. Shamir for the party leadership. If Mr. Shamir were to falter, Mr. Levy undoubtedly would face challenges from Mr. Arens and Ariel Sharon, the minister of industry and commerce who, as defense minister, led the Israeli Army into Lebanon in 1982.

It is the winding down of that war that has left Israelis perplexed about the utility of military power in trying to reshape Arab countries into more pliable partners.

Mr. Levy and Mr. Arens, for example, supported the initial invasion, which destroyed the Palestine Liberation Organization as a military force on Israel's border.

NOW, both frankly admit to disillusionment about the final results of an operation that failed to implant Lebanon's Christian minority in firm control of the country and will have kept Israeli troops there for three years by the time the withdrawal is completed this summer.

"I came to recognize that the time had come to leave, that there is no viable partner there for Israel to work with," Mr. Levy said in explaining his decision in January to break ranks with his Likud colleagues and support the withdrawal.

established business as a military contractor into commercial sales. When the company moved into financial trouble, the board forced Sanders to give up his 24-year presidency.

Mr. Sanders said his co-founders "just a mentally faster than I did. They wanted to be in the government business, while I saw markets to conquer."

At his second company, Santeo Corp., Amherst, New Hampshire, Mr. Sanders spent three years developing a computer printer that was one of the first of its type. But the company he acknowledged, did not have enough capital marketing strength. In 1980, he led the company through a bankruptcy-court reorganization.

Now Mr. Sanders has a company called iMac, which designs computer peripherals. It has technicians and engineers and he vows to keep it at that size.

Former managers at Victor Technologies the missionary zeal of its founder, Charles Peddle, was invaluable in launching the company, based south of San Francisco. But he was preoccupied with making Victor a leading computer-maker that he overlooked financial details and spent extravagantly, they say.

John Cole, who was a budget analyst purchasing official at Victor, remembers Peddle as a blunt-spoken boss who worked in jeans and a blue Ultrasuede jacket and who "was always involved in three conversations, two of them arguments."

WHEN he founded Victor in 1980, Peddle had distinguished himself as an engineer by designing the chips used today in the Apple II and Atari Macintosh lines of computers, and the mass-marketed home computer, the PET. (Initially, the initials stand for Personal Electronic Transactor, although industry wags tag "Peddle's Ego Trip.")

For his part, Mr. Peddle contends that seeming extravagances were necessary to a company noticed in a highly competitive market. The costly network of regional offices, in hindsight, a bad decision, he said. "But how could I have known sales were going to collapse?"

Mr. Peddle asserts that the company's problems arose when IBM suddenly "ate up" the market for personal computers. "When happened they could have brought in a Christ himself and it wouldn't have made a difference," he said.

Now the head of a computer design consulting firm, Mr. Peddle says he faces bills of about \$500,000 from shareholders suits that contend that he and other V officials failed to disclose the firm's financial problems soon enough.

Those bills might force him into pen bankruptcy, says Mr. Peddle, but they can't stifle his entrepreneurial drive.

"If I could find backers, sure, I'd love to again," he said.

Herald Tribune

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ARTS / LEISURE

Privacy Is Golden In Florida Enclave

By Jon Nordheimer
New York Times Service

HOBE SOUND, Florida — Two indomitable landmarks guard at either end of Jupiter Island, a narrow barrier island about 25 miles (40 kilometers) north of Palm Beach.

To the north there is Permelia, an upright and vigilant septagenarian who watches over Hobe Sound, the exclusive enclave here silence about the private lives of the residents is as golden as their credit ratings.

For half a century Reed has been the most exclusive winter retreat in Florida. Here old-money families — Doubledays, Paysones, Olinas, Scransons, Dukes, Veyershausers, Mellons — own houses that by Palm Beach standards are cheap, even scruffy.

"All the people here want to keep a low profile," said G. Sealy Jewell, whose family was one of the first to move to Hobe Sound in the 1930s when Reed and her husband bought most of Jupiter Island and began selling parcels to friends from Greenwich, Connecticut. The widow of Joseph Verner Reed, who inherited a mining fortune, has run the nine-mile-long island like a private club ever since.

"The Greenwich mafia was completely unlike the crowd in Palm Beach," said one resident, who, like most other property owners interviewed, did not want her name published. "They've already limbed the ladder and don't need to tell everyone what they've got."

"No one dresses up except for a

party. Frayed button-down shirts and chinos are the uniform, and a good 'woodie,' an old Ford station wagon with wood side panels, is preferred over a Rolls-Royce."

Now the number of homes has ballooned to 400, with houses going up on the few empty parcels. The old guard is changing and Permelia is losing control over who buys or builds on the island, the resident said. "But crossing her still means social suicide."

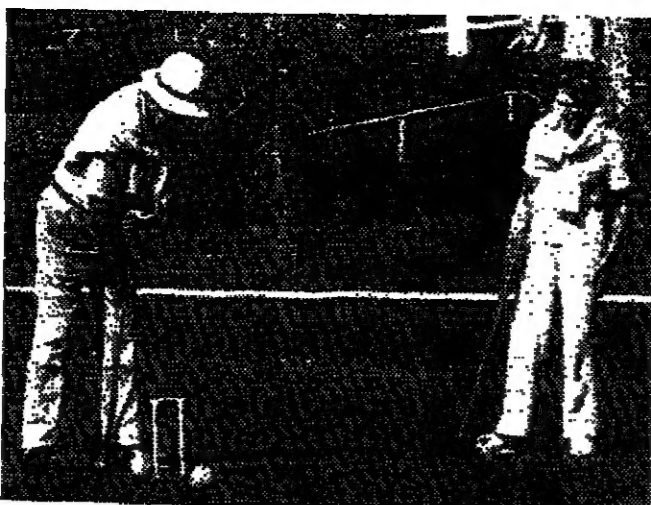
From earliest days, membership in the Jupiter Island Club was the key to social acceptance. One did not get in unless sponsored by four members.

Reed, approached by a recent visitor after the annual garden show at the Presbyterian Church, was gracious but unbending.

"You won't get any help," she said. "We don't want any publicity and no one will help you. You won't get one word out of us."

Reed and her friends technically live in the Town of Jupiter Island in Martin County. It is an incorporated community of 389 registered voters, occupying the one-half-mile-wide island bordered by the Atlantic Ocean and the Intracoastal Waterway. Before the town was incorporated in 1953 it was known as Hobe Sound because that is the name of the hamlet on the mainland where the nearest post office was. Mail still comes addressed to the Hobe Sound Post Office and insiders still call their part of the island Hobe Sound.

The southern tip of Jupiter Island extends into Palm Beach County for about half a mile. Consequently it contains elements that would be unacceptable on Reed's side of the county line: ethnic diversity, condominiums, even a celebrity or two.



Members of the Jupiter Island Club playing croquet.

Celebrities are definitely not welcome in Hobe Sound, as they are across the county line in Jupiter Inlet Colony, where Perry Como and Tammy Wynette have homes.

Thick clumps of vegetation shut off most of the homes from view on the two public roads on the island. A town ordinance prohibits vehicles from stopping on the roadside.

"Anyone who looks slightly suspicious and stops or parks on the island will have a policeman checking him out within minutes," said Carole Jayne Watts, the leading real-estate agent on the island and a resident.

The town is run by a manager and town commission, all of them property owners, members of the Jupiter Island Club, and unpaid.

The mayor is John Mulliken, former deputy press secretary to Nelson Rockefeller and a permanent resident. In some circles, he said, there was a sense of unease over changes in the past decade or two as the Hobe Sound area came under the pressures of increased development. "Most of the first generation of homeowners are retired," he said, "and more people are living here year-round, which was unheard of in the old days."

Viennese Recall 1945 Staatsoper Bombing

By Jola Zalud
Reuters

VIENNA — As political leaders get ready to mark the 40th anniversary of the end of World War II, music-loving Viennese have another anniversary on their minds.

A U.S. bombing raid on March 12, 1945, destroyed the 19th-century Staatsoper (State Opera), a musical landmark. When the bombs hit the Renaissance-style edifice on the Ringstrasse, sets for 120 productions and about 160,000 costumes were also lost.

"It seemed almost ominous the last opera performance before it was destroyed was Richard Wagner's 'Götterdämmerung,'" recalled an opera fan who was on the spot after the raid. "What I saw made me cry, and though I'm no religious man, I couldn't help thinking the punishment of God had fallen upon us."

Despite the hunger and misery afflicting postwar Vienna, the rebuilding of the Staatsoper was given top priority. A replica of the old opera house opened in November 1955 with Beethoven's "Fidelio" under the baton of Karl Böhm.

Tickets now cost up to 2,000 schillings (almost \$90), but the 1,642 seats and 567 standing places are virtually always sold out. Some subscriptions are inherited.

The old building opened on May 25, 1869, in the presence of Emperor Franz Josef, with Mozart's "Don Giovanni." Gustav Mahler, Böhm, Clemens Kraus and Herbert von Karajan are among those who have held the post of opera director, considered one of the toughest in the world.

"There are always problems with directors. The Viennese are so particular," an opera spokesman said.

In 1964 von Karajan quit after a dispute with management and threatened never to return. His eight stormy years in the post saw two strikes by the staff, one in support of him and one against. He was a favorite, though, and was hailed by enthusiastic fans when he returned and came back to conduct Verdi's "Don Carlos" in May 1977.

When Egon Hugo Seefehner retired in 1982 the management decided to revert to the tradition of a famous conductor as head of the house. Lorin Maazel was chosen as

'Other Places' Is Instant Guide to Pinter's Career

By Sheridan Morley
International Herald Tribune

LONDON — "Other Places" (at the Duchess) brings together three one-act plays by Harold Pinter, two of which were seen a couple of years ago at the National Theatre and the last of which was done a year ago at the Lyric Hammer-smith by Alan Bates. They are

THE LONDON STAGE

therefore not exactly new, but have never been seen before in this arrangement except at the Manhattan Theatre Club off-Broadway last autumn.

This is very much the road-show version. Colin Blakely goes through all three dramas as the doctor in "A Kind of Alaska," the mini-cab controller in "Victoria Station" and the sadistic interrogator in "One for the Road," while Dorothy Tutin plays (as she did recently on television) the patient awaking from a 30-year sleep in "A Kind of Alaska."

What is useful about this coolly efficient production by Kenneth Ives is that it offers newcomers and old addicts alike a kind of instant guide to the Pinter career. Here we have him in one of the sketches ("Victoria Station") that made his name, then in two of his more recent departures.

"A Kind of Alaska" is, unusually for him, derived from a book and a book of medical fact. Oliver Sack's "Awakenings" was a 1974 account of the arousal from decades of catatonic lethargy of sleeping-sickness patients brought back to life by the drug L-dopa. Pinter has taken it as the starting point for the story of just one Englishwoman, who at 16 fell into a coma and is now being brought around by her sister and her brother-in-law, who is also her doctor.

In the National production, Judi Dench gave a haunting portrayal of a woman whose body is being rapidly unfrozen while her mind refuses to thaw out quite so fast. "You've aged, substantially," she told her sister as if the unfortunate woman had put on weight in all the wrong places. The new production is inclined to focus far more on the relationship of the doctor and his wife (Susan Engel), whose marriage has been as permanently interrupted as Tutin's life by the sleeping sickness, and that shaft of balance leaves the patient oddly stranded in her hospital bed.

Tutin is a memorably childlike Sleeping Beauty, but you never feel, as you did with Dench, that she has even begun to come to terms with the full horror of waking up again. "Victoria Station" has also been fractionally altered for the worse. Paul Rogers originally played it as a restrained, chilly little piece about a mini-cab controller suddenly discovering at the other end of his radio system a sinister driver who may or may not have a murdered body on the back seat of his taxi.

Blakely goes for out-and-out farce and a lot of wrenching the microphone out of its socket, which is a pity given that this is something much more eerie than a knock-about sketch.

In the last play, too, Blakely is oddly ill at ease, lacking the fine, silty evil that Bates brought to the role of the child killer in a police state.

"Why Me?" may be a little fragile and frayed around the edges, but for those who found "Benefactors" or "The Real Thing" too high-powered or intellectually inaccessible, here is the paperback version of the way we live now.

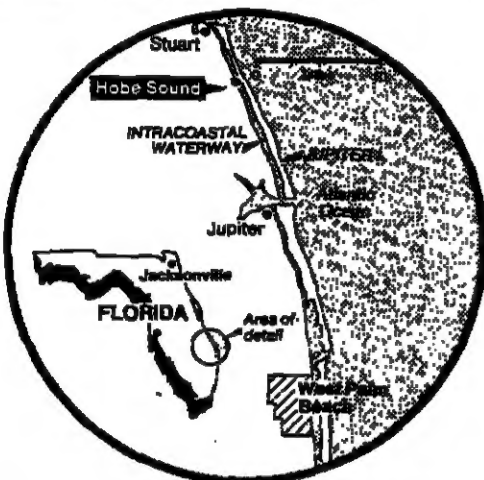
Richard Briers is a civil engineer suddenly forced by a company takeover to join the British army of three million unemployed. Around him and his situation Pinter has neatly arranged some televisual stereotypes (the amorous wife next door, the successful-executive wife at home, the all-knowing mother living "like a caged whisper" in a tiny apartment) and puts them in the soap opera of the recession.

As Briers is rejected for job after job, his wife rises to dizzy heights of success as a pizza-and-instant-cheese-cake vendor. As he falls into bed with the comely neighbor, his son turns out to be a transvestite and a failed rock singer to boot.

Briers is far and away the best tragicomic comedian in the commercial theater, and when his son tells him he is playing drag clubs in Kent, the mixture of despair and amazement with which he replies "In Kent," unerringly going for the one thing in the equation that really doesn't matter, is alone worth the price of admission.

Diane Fletcher as the wife and Polly Hemingway as the neighbor do what they can with sketchily written roles. It is left to Liz Smith as the eccentric mother in bring the only genuinely new touch to Robert Cretwyn's otherwise predictable production.

Ending Saturday at Greenwich is Nigel Williams's "My Brother's Keeper," a brilliantly touching account of two sons fighting over a hospital bed to keep their old actor father from going gentle into that good night. If we get a better new play than this in the rest of 1985, we shall be more than lucky.

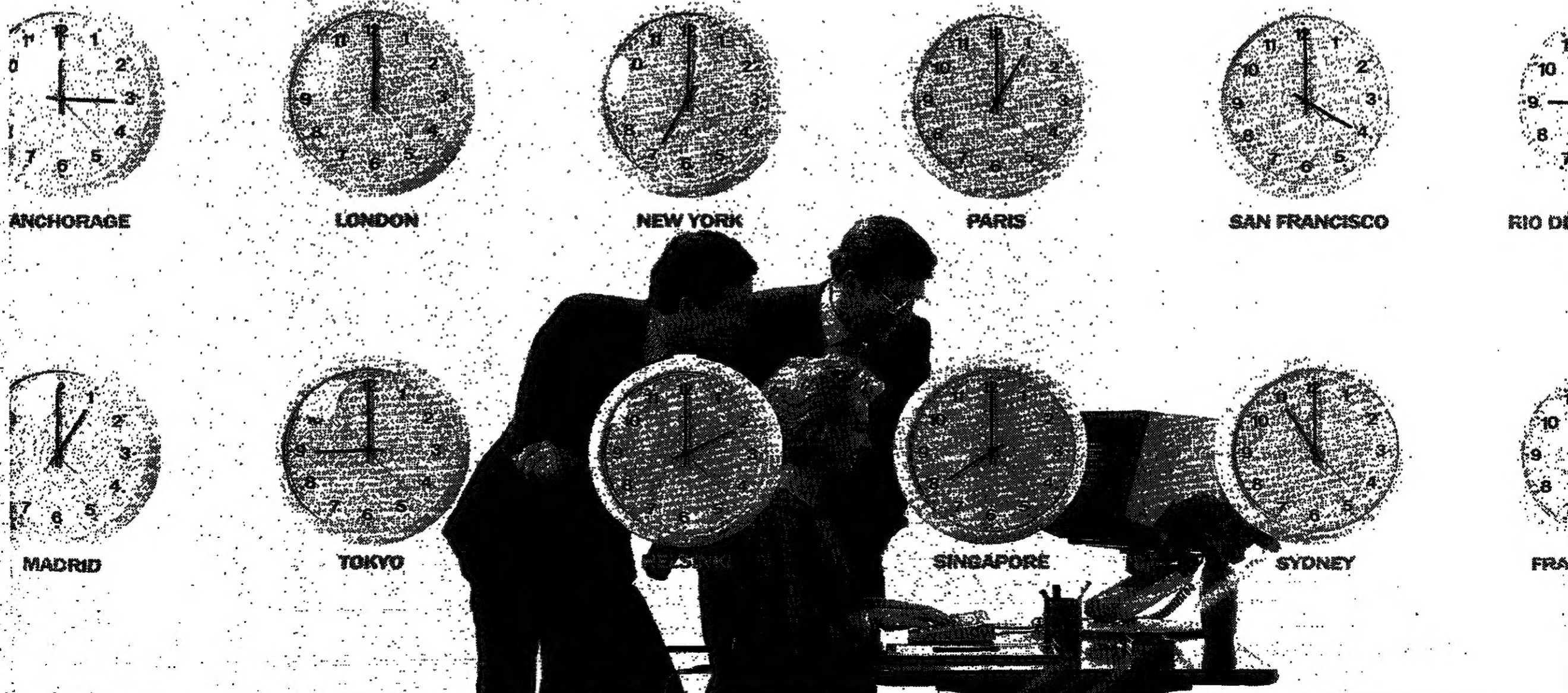


The New York Times

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JAPAN

A SPECIAL ECONOMIC REPORT

WEDNESDAY, MARCH 20, 1985

Page 9

The Economy: Autonomous expansion' Under Way

By Richard C. Hanson

TOKYO — Japan's highly regarded economic planners can boast of having stage-managed one of the most successful economic "miracles" of the postwar era. Now, midway through the 1980s, the government's role in the economy has changed dramatically. Senior officials like to describe what is happening as "autonomous expansion."

What this means is that for a combination of reasons the government's ability (and in some cases, willingness) to influence the economy has diminished sharply. This partly results from a growing sense that the government's policies of tight regulation and intervention in industry and finance are no longer appropriate in a "mature" economy, let alone one that emerged over the past year as the industrial world's single largest source of investment capital.

From the outside, Japan may be widely perceived as dragging its feet on opening trade and financial markets to competition. From the inside, changes set in motion for the deregulation of financial markets appear revolutionary. Ironically, both the undoing of fiscal policy and the opening up of financial markets are the same parentage: namely, government. Steps to liberalize money markets in Japan mainly the result of pressure on the government to market its bonds, which were first sold in huge amounts beginning in the mid-1980s. Free-floating interest rates on manufacturing bonds means the breakdown of fixed interest rates.

The government's domestic budget-deficit was the result of a round of heavy debt-servicing to stimulate the economy in the first oil crisis a decade ago. For the past several years, the government has slashed back on expenditures. Public-works spending is down. Servicing the government's debt alone edged up to 18.5 percent of the general-account budget.

"We've run into a wall as far as cutting expenditures is concerned," a Finance Ministry official said. "We need to innovate on the revenue side." Officials of the ruling Liberal Democratic Party are also feeling the heat from their voters.

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Glittering Prosperity Masks the Quality Gap

By Jack Burton

TOKYO — The Japanese are now very much living the affluence of the industrialized world. In 40 years, they have become comfortably prosperous.

Signs of the country's newly acquired wealth abound. Tokyo's population is as well-dressed as that of New York or London, and department stores are stocked with such luxury goods as Louis Vuitton handbags, Hermes scarves and Yves Saint Laurent suits.

The city's shabby ferro-concrete buildings are being gradually replaced by gleaming international-style glass and steel towers. The Japanese now spend more per capita on overseas trips than any other nationality.

And those impressions of an improved standard of living are backed up by such accepted statistical indicators as television ownership (second within the OECD after the United States); infant mortality (the second lowest after Finland); life span (the world's longest), and high-school enrollment (surpassed only by the United States).

Acknowledged by the rest of the world as an economic superpower, with the third-highest gross national product, after the United States and the Soviet Union, Japan is also starting to display a more assertive profile abroad that reflects pride in its achievement.

But behind the impressive statistics, the Japanese standard of living, or perhaps more accurately its quality of life, still lags behind that of the United States and most of Europe.

On a private-consumption per-capita basis, Japan hovers around 15th among the 24 countries in the Organization for Economic Cooperation and Development.

The cost of basic necessities is high because most essential things, from food to raw materials, have to be imported. Food alone accounts for about a quarter of the average family budget.

A further constraint on improving the quality of life is the absence of space. A population of 120 million, half that of the United States, must be squeezed into a small area. The result is that housing is extremely cramped, with the Japanese paying 1.5 to 2 times more per square meter of living space than Europeans and Americans.

Although the Japanese over the last 40 years have moved out of homes built of timber and mortarboard into ones of concrete, housing standards remain relatively poor. Only 30 percent of Japanese homes are linked to main sewage systems and only half have flush toilets. Central heating is frequently lacking in Japanese houses, which are designed more to stay cool in summer than warm in winter.

With 75 percent of the Japanese living in cities, urban areas have a claustrophobic feeling. Only about 10 percent of Tokyo consists of open space, including parks and roads, compared with 25 percent in London.

With food and housing taking a sizable chunk of the household budget, the Japanese are also forced to save about 20 percent of their income for medical emergencies and retirement due to the inadequacy of the social welfare system. These savings, of course, have benefited the Japanese economy by providing a huge reservoir of capital available for investment, but it has limited the amount of discretionary income available to most Japanese.

Leisure, according to opinion polls, has become the most important concern in the last several years, a sign of an increasingly affluent society, but the Japanese are hampered in enjoying the fruits of their labor. They still work 150 to 350 more hours per year than Americans and some Europeans, and the five-and-a-half-day work week is prevalent, although slowly dying out.

There are, nonetheless, important economic compensations. Tax rates are low; the typical Japanese worker brings home 84.5 percent of his income after taxes.

Inflation is low, with wholesale prices having barely moved during the last three years and the consumer price index having risen by only 2.4 percent during 1984. Unemployment is also low — 2.7 percent in 1984, although the figure is somewhat misleading for two reasons. One, the Japanese use a broad definition of what constitutes work, and, secondly, there are many fewer women holding full-time career jobs in Japan than in the United States and Europe, which means that male workers seeking work can usually find it.

More importantly, the national income has been distributed fairly equally in the postwar period, quite a radical departure for a country that was known for its distinct class divisions.

Of the almost 34 million people working full time at private companies in 1983, 10.2 million made less than 2 million yen (about \$8,000) per year, 19.2 million made between 2 million and 5 million yen, and 4.5 million more than 5 million yen.

Most of those earning 2 million yen or less were women, who on average are paid 50 percent less than men. In 1982, women received an

(Continued on Page 11)

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A SPECIAL REPORT ON JAPAN

Autonomous Expansion: Economy Finds Own Level

(Continued From Page 9)

who have been starved of port-barred public-works spending. However, although a general consumption tax has been discussed, the LDP is unlikely to agree soon to tax reforms on a scale that would raise enough revenue to ease the budget problem.

"There is agreement on broadening the tax base, but no consensus on concrete measures," the Finance Ministry official said. Politically, Prime Minister Yasuhiro Nakasone is still committed to fiscal reform without major tax increases.

Economic management through manipulation of monetary policy has been virtually ruled out by the prolonged volatility in foreign exchange markets as a result of high U.S. interest rates. Fear of undermining an already weakened yen prevents the central bank from lowering interest rates at home.

Fiscal and monetary policies played a key role in the last period of economic recovery. In 1977 and 1978, public-works spending rose by more than 20 percent annually, while the official discount rate dropped to the lowest level in postwar history, 3.5 percent. It has remained stuck at 3 percent this time.

"It's no joke that government is trying to find a new role in the economy," said Mikio Wakatsuki, Director of the Bank of Japan's research department.

Meanwhile, the economy's "autonomous expansion" has proved remarkably sound.

Having outscored most of the industrialized world in nearly all the toughest economic tests of the past two decades, the consensus is that Japan is settling into what promises to be a sustained period of growth of 4 percent to 5 percent a year. Sparked by a rapid surge of exports to a fast-growing American economy, Japan is in its third straight year of expansion.

The present recovery is now well within reach of becoming the third longest on record since the mid-1950s," said David Gerstenhaber, a Tokyo-based economist for Jardine Fleming, the stockbroker. Government economic planners are encouraged by signs that the economy has moved further away from a heavy dependence on export growth.

"Our growth is now fairly independent of external factors," Mr. Wakatsuki said. "The remarkable thing is that this is the third year of expansion without much inflation."

Nearly half of 1983's 3.9-percent real growth in the gross national product was due to rising exports (and sluggish imports). For the 1984 fiscal year, which ends March 31, domestic demand appears to have accounted for the lion's share. The 1984 economy is estimated to have grown about 5.5 percent, or slightly higher than the official estimate. The government expects that fully 90 percent of the 4.6-percent growth

forecast for fiscal 1985 will be the result of domestic demand.

Economic planners have been cheered by signs that capital spending by the nonmanufacturing (and hence nonexporting) sector of the economy (hotels, shops, finance and such) will pick up. For the past two years, private capital spending has served as a main engine for the economy, but mostly stimulated by industries exporting to the United States.

The current economic recovery, which began in the spring of 1983, is strikingly different in content from the one that began in 1977 and petered out early in 1980. The big change has been a dominance by electronics-related industries, while traditional basic industries faded in importance.

From the last quarter of 1977 to 1980's first quarter, 29 percent of the expansion in industrial output was in basic industries (steel, chemicals, automobiles) against 25 percent in the electronics industry. Since the first quarter of 1983, the basic industries' share of growth has fallen to 17 percent while electronics rose to 38 percent.

Economists are counting on sluggish private consumption to be boosted by more generous wage settlements in the annual round of labor negotiations this spring. The government is hoping that its frugal citizens will spend more, rather than save more.

But at the same time, the government would have even more to worry about if the average Japanese were not such a prodigious saver of money. Among other things, Japan's high savings rate has meant that its huge trade surplus (mainly with the United States) could be indirectly offset by an equally large outflow of investment capital to the United States. In 1984, Japan had a record current-account surplus of \$44.351 billion, but there was a record \$49-billion outflow recorded in the country's long-term capital.

Japan views its economic success with a combination of pride and caution. A recent government-sponsored study showed that over the past 100 years, Japan's per capita income has risen 21 times, its working hours have fallen by a third and housing space per person has increased by two-thirds. A newly appointed Japanese ambassador boasted recently at a press conference that Western countries simply cannot compete with the efficiency of Japanese industry.

Other officials are less sure that Japan's advantages are permanent or that the factors which help produce its wealth will endure. One senior official said of Japan's world role: "Japan is just a small island of stability in the world — but practically the only country where savings are being generated. We want to use our savings not only for ourselves but (as an investment) in the dynamism of the U.S. and world economy."

Will Work Ethic Give Way to National Ethic?

By Gregory Clark

TOKYO — As war memories fade and the economy points ever upward, many observers have predicted the development of a more nationalistic Japan.

A major factor in the postwar economic miracle was the strong desire to rebuild Japan. So today, when the rebuilding is almost over, when Japanese products flood the globe and Japan is often held up as a model for others to follow, it is not surprising if pride and confidence gain ground.

Also, this pride has over into renewed emphasis on Japan's traditional values. This year, for example, Prime Minister Yasuhiro Nakasone made a point of being the first postwar leader to attend the traditional Feb. 11 ceremony celebrating the mythical founding of Japan 2,600 years ago.

In the past, the ritual served as the focus for militarist sentiment and for those favoring state Shintoism. Pacifist and leftist movements, together with religious groups opposed to any suggestion that Shintoism be revived as the state religion, have opposed any official endorsement of the founding ceremonies.

But Mr. Nakasone went anyway. He has also encouraged his cabinet to make token visits of worship to the major Shinto shrine in central Tokyo.

Underlying Mr. Nakasone's approach is the idea that the postwar era is over and Japan should make a clear break with the

Gregory Clark is professor of international business at Sophia University in Tokyo.



A businessman prays at the Meiji Shinto center.

policies and attitudes attached to that period.

One of the first breaks in the area of military spending: he has challenged the promises made by former prime ministers to keep this spending down to within 1 percent of gross national product.

Although Mr. Nakasone can argue that an increase is needed anyway to maintain good relations with the United States, the main factor is the intense feeling in conservative circles, both political and business, favoring a stronger military posture.

No one suggests that Japan should return to its militarist ways or that, apart from sea-lane defense and perhaps some contribution to United Nations peacekeeping forces, Japanese troops should be sent abroad.

But the conservatives who rule Japan share a deep feeling that a stronger Japan would be a better Japan. "At the very least, we should be able to defend our own nation," they say.

The progressives who used to dominate the foreign-policy debate are less vocal and the noisy ultranationalist minority is noisier than ever. Its main foreign target is the Soviet Union, for refusing to return the Kurile Islands, seized from Japan after the war. The ultras also seek a revision of the constitution toward reinstating the emperor to his prewar status.

Probably the only factor holding down this groundswell is Mr. Nakasone's weakening political situation within the Liberal Democratic Party and an instinctive dislike in the electorate for military-spending controversies. Under strong pressure from the opposition parties, Mr. Nakasone has reluctantly

agreed that he should try to keep close to the 1-percent GNP limit. But there is little doubt as to where his "true sentiments" lie, as the Japanese press puts it.

The education system introduced to Japan from the United States after the war is also under strong conservative challenge. Its faults are said to include an excessive emphasis on individual rights and freedoms, and little mention of obligations to state and society.

The conservative forces call for more patriotism and national pride. They say the younger generation needs more moral fiber. In the schools, they want respect for the flag and national anthem, and, in particular, they want to see a toning down of references in textbooks to Japan's past militaristic misdeeds. In 1982, some textbook revisions brought protests from China and South Korea, leading the Education Ministry to make some grudging retractions.

Paradoxically, in the day-to-day handling of international affairs, the growing nationalist confidence has encouraged greater willingness to listen and cooperate. When Japan was still struggling for progress, its instinctive reaction to foreign pressure was simply to hunker down and try to ride out the storms imposed on it by outsiders.

Today, the slogan is for Japan to become more understanding of the outside world. Learning how to speak better English and to behave oneself on overseas tours is one aspect of this internationalism. Others include a relaxation of Japan's restrictive nationality laws, some small increases in the numbers of

Vietnamese refugees allowed to stay in the country and moves to increase the number of foreign students here.

In trade matters, the current slogans also call for more international attitudes. The negativism of earlier years is now seen as outdated and the overall mood is to give ground, unless there are unusually strong domestic reasons to do otherwise.

Thus, it is hard to argue that a more confident Japan is necessarily a more obstructionist and pushy Japan.

Perhaps the main area of push has been in the concept of a Pacific Basin Community. Spurred by Kiyoshi Kojima, an economist and strong Japan-firster, the idea used to call for a free trade area in which Japan inevitably would have had a dominant role. Today, that idea has been modified greatly and calls for mainly cultural and information exchanges.

In promoting the project, Japan is now bending over backward to avoid giving the impression that it seeks the dominant role. Even so, there is little doubt that the more nationalistic elements in Japan would like to see the concept in terms of an expanded Japanese presence in the Asian/Pacific area. Support for the concept is strongest in rightist and conservative circles.

Some have called openly for the concept to be converted into a political organization with fairly undisguised anti-Soviet aims. Indeed, Moscow has charged that the idea is a vehicle for Japanese military expansion.

The overall picture is of a Japan that is resurgent but still far from dangerous, even if some insist otherwise.

Hard-Working Society Takes an Interest in Leisure

By Doune Porter

TOKYO — Over the past 20 years the Japanese have established an international reputation as workaholics. Although many Japanese take pride in this reputation for working, it is an image the leisure industry in Japan is at pains to dispel. The Japanese government, beset by international trade friction and beginning to find the reputation a little embarrassing, is also trying to promote leisure in Japan.

On average, the Japanese work between 150 and 350 hours a year more than their counterparts in Europe and America, leaving themselves with less time for leisure-oriented activities.

However, younger Japanese are less interested than their parents in devoting themselves to their workplace and more inclined toward relaxing and having fun. Gradually, the working week is being reduced from five and a half days to five. The banks are now closed on the second Saturday of each month and are planning to stop Saturday opening altogether in the near future.

Last year the Ministry of Labor proposed a further reduction of working hours by cutting down overtime and promoting a system of paid holidays.

In 1980 the average Japanese managed 4 hours and 17 minutes leisure time each weekday (including Saturdays), an increase of 19 minutes from 1970, and although many do not yet make full use of this time, the leisure industry has mushroomed.

From 1980 to 1982 the value of the leisure market in Japan grew by 9.3 percent to 39.3 trillion yen (\$1.81 billion), equivalent to 15 percent of the gross national product.

Because of their long working hours, the majority of Japanese spend their free time relaxing, usually in front of the television. There are almost 160 television sets for every 100 households, and the Japanese while away more time watching television than doing anything else, except working and sleeping. Television has taken over from the movies, with the number of cine-

mas falling from 7,437 in 1960 to 2,364 in 1980.

In Japan, which boasts a 99-percent literacy rate, at least one newspaper is delivered to almost every household, and magazines are becoming increasingly popular, especially among the young. Reading materials account for the second largest leisure expenditure after travel, and the Japanese read for an average of about three quarters of an hour a day. As well as high circulation rates for newspapers and magazines (the Yomiuri Shimbun has a circulation of close to nine million — the largest in the world), Japanese bookstores flourish.

In Tokyo, large-scale bookstores, some carrying up to a million books, have recently been opened, proving a major attraction for customers.

Other relaxing recreational activities include the popular board-games of Go and Shogi. Go, a territorial boardgame, and Shogi, a parallel to chess, each have an estimated amateur following of 10 million. For both games, competitions

and major tournaments sponsored by national newspapers are held throughout the year.

Pachinko, Japan's answer to pinball, provided a mindless diversion for workers during the period of rapid economic growth and is still played regularly by almost 30 million Japanese. Gaudy, noisy pachinko parlors cluster in every Japanese town, their clients sitting in rows watching steel balls descend through a maze of pins, and trying to guide them into winning holes. Although occasionally an unlucky player can lose a day's wages during a visit to the pachinko parlor, for most it is a relatively cheap form of amusement.

Avid photographers and sightseers, the Japanese prefer taking more active holidays to lazing around on beaches. In 1983, 4.23 million Japanese traveled abroad — a record number, with about 80 percent on sightseeing tours.

For families, Hawaii and Guam are the favorite destinations, but single women are more attracted to Europe, other Asian countries and, during the recent kuala craze, Australia. Young bachelors, on the other hand, tend to prefer the United States, especially the West Coast.

Domestically, the Japanese, most of whom have moved into the

cities, often visit their hometowns for holidays. Increasing numbers of families travel to hot spring resorts, and older couples take leisure trips. The most popular winter trips among young people are ski tours in northern Japan.

Although the Japanese are becoming more inclined toward participation sports, spectator sports such as sumo and baseball are still extremely popular.

Sumo, traditional Japanese wrestling, draws annual crowds of around 750,000, and is covered extensively on television. Japan has two professional baseball leagues, and the season runs from April to October, with spectators totaling about 16 million in 1980.

There are nearly 60 million golfers in Japan. The sport is expensive, and is most popular among white-collar workers, who also use it as a means of entertaining business clients. Because of the limited land available, the Japanese have made the best use of what little space they have, with many buildings in the city sporting rooftop golf ranges. The Japanese like to participate not only in sports but also in music. They sing to the accompaniment of taped instrumental music in kar-



The crowds at Tokyo's Harajuku Park on Sunday: Teen-aged girls dancing to Western music, above; below, a group of young men in leather outfits and 1950s-inspired hairstyles.

aoke (literally "empty orchestra") bars equipped with flustering sound systems and built-in echo that give even the worst singer that professional touch. Home karaoke sets are also becoming popular; in 1982 an estimated 8 percent of Japanese households owned them, with 20 percent ownership forecast in the near future. Karaoke can even be found in such unlikely places as boats and taxis.



'Beansprout Generation' Shifts From Traditions of Its Elders

By Jill Hendrickson

TOKYO — While their parents energetically rebuilt the country from a war-ravaged nation to a gleaming economic superpower, today's Japanese youth display little interest in committing themselves to causes — either their country's or their companies'.

The degree to which they reject traditional work ethics has left the Japanese establishment anxious about the future impact of the "beansprout generation," a term suggesting that although these meat- and milk-fed youngsters tower over their parents, they are not as strong mentally, physically and spiritually.

Surveys of this part of the population usually show they possess a greater proclivity for self-indulgence than for hard work.

A recent government poll of Japanese between the ages of 16 and 23 revealed that only 27 percent of respondents believed their work made their lives worth living, a significantly lower number than in recent years. And only 3.7 percent indicated they wanted to devote themselves to the betterment of society. By contrast, the number was nearly 10 times higher among young people in the Philippines.

A study of 1,600 Japanese from 18 to 24 conducted by Hakuhodo, a major Japanese advertising firm, painted a picture of a generation unabashedly devoted to pleasure-seeking, with no feelings of guilt.

Nearly 60 percent of those surveyed said they live for pleasure, and 53.8 percent said they hurry to

put their work and studies behind them so they can return to their chief task — having fun.

Money sits high on their list of job criteria. "But even if it's a solid job and a career with a great future, if it's something that restricts their time and it's not an 'in' sort of job, they'd rather not take it," said Mariko Fujiwara, from the Hakuhodo Institute of Life and Living.

In the past, bright students aimed for jobs in trading companies and banks. But as a sign of the times, Suntory Ltd., an alcoholic-beverage manufacturer with a knack for projecting a slick, fashionable image, now snags the largest number of job applicants.

Young Japanese are basically passive, and instead of relying on diligence to carry them ahead, they look for clever shortcuts to success, Mariko Fujiwara said.

A number of popular how-to magazines cater to their needs, with tips on where to rub elbows with big-name company executives and how to butter up the boss or turn interpersonal office relations to a career advantage.

Yasuyoshi Fuse, senior research director with Hakuhodo's Institute of Life and Leisure, said young workers are quick to grab at opportunities, but once they have caught one, they do not quite know what to do with it.

"The chance itself is everything," he said. "But they don't follow through with it. They expect things to just work out. Mr. Fuse cited a disturbing trend in the number of graduates who enter big companies or prestige

government agencies, only to drop out after a few years. He attributed the behavior to an inability to cope with the tough, real-life situations that their how-to manuals do not address.

While previous generations held close to dreams of working their way to the top, this generation opts for immediate gratification. "Generally, these people have access to an enormous amount of information," said Akio Saito of the marketing division of Dentsu, Japan's largest advertising agency. "They know what they can anticipate in the next 10 or 20 years, and they never expect to become the company president. Maybe they think it's impossible nowadays."

Mr. Saito noted that young Japanese are not big drinkers, and an increasing number of young workers seem reluctant to join in the after-hour drinking sessions where much important Japanese business takes place.

"Young Japanese males are becoming weaker," he said. They're very fashion and leisure oriented. Unlike their predecessors, they use all their allotted vacation time. They indulge in a wider variety of sports and consider right clothing and accessories as important as the activity itself.

Older Japanese may have contented themselves with an outing once a week or once a month. "But contemporary youngsters want to experience a mini-leisure event every day — a film, the theater or dinner in a restaurant," Mr. Saito said.

Whereas their parents made pur-

chases based on the popularity of the manufacturer, trendy young Japanese covet exclusive items appreciated only by the select few.

"They dress from head to toe the way the fashion magazines tell them to, and yet they don't want to be big followers," Mr. Saito explained.

"After something catches on, they don't want it anymore. Their reluctance to stick to one style seems to mirror a reluctance to commit themselves to a job."

According to a survey by the Nippon Recruit Center, only 48.3 percent of new job recruits said they planned to stay with their companies until retirement.

Another 12.8 percent acknowledged a desire to change jobs in the future, and 38.6 percent said they would stay with their companies, depending on the circumstances. "a notable shift in attitudes for a country where lifetime employment is a sacred tradition," he said.

Only 13.3 percent of respondents said they considered their company

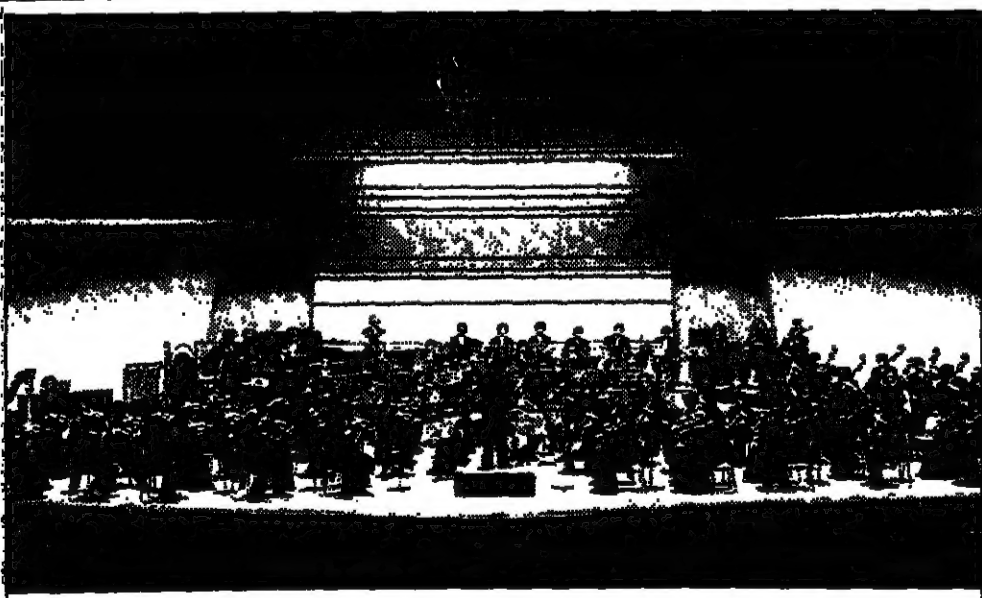
central to their lives, and 72 percent rated their home life more important than their job.

"In the past, if the company hit a crisis, the employee felt it was his duty to work even harder to bail the company out," said Masayuki Kakubo, chief of Nippon Recruit Center's research department.

"Recently, the attitude of workers has changed. Now, if the company faces a major crisis, workers will start looking around for another job."

Mr. Kakubo said the state of the economy was in part responsible for the changes in work attitudes. With no sign of another economic boom on the horizon, high social mobility is declining, he said, "so there's less motivation to work."

If the current trend continues, he said, Japan's workaholic may turn into "languid victims of what he called 'advanced-country disease' — a sense of ennui, a loss of resources-poor nation whose great asset has been its dynamic work-



Keeping Our Eyes and Ears Open

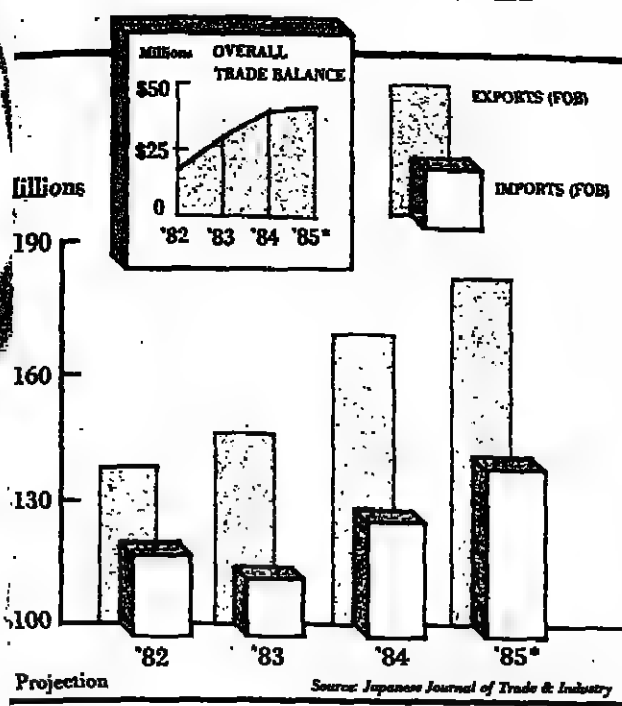
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THE TRADE PROFILE



Wider Demand Base
s Creating New Needs
And Diversified Tastes

By George Fields

TOKYO — The Japanese continue to increase their consumption of Western-style foods, but at the same time they continue to tune in on their own cuisine — one does not destroy the other. One of the key issues for the marketer is whether Japanese consumers are adding their homogeneous nature.

The apparent fragmentation of the Japanese consumer is occurring because of the greatly expanded demand base, which in turn creates new needs and has nothing to do with the breakdown of the homogeneity of society.

Admittedly within the very small sport segment — 2 percent of automobile registrations — BMW has been successful by recognizing the needs of a minority, as had Mercedes earlier. BMW, the new entry, started to take off when a main group dynamism became evident.

The Japanese educational system is a powerful contributor to the expansion of the group. Despite the ongoing debate on educational reform, fundamental changes will come to come, given the educational bureaucratic infrastructure. And with more and more students going to the universities (second only to the United States), there is increased affluence.

With this newly affluent youth, we come closest to the global market. Youthful consumers in many cultures lack individual confidence and thus, as a group, create fads. The very fluidity of their tastes adds to the illusion of "individualization" of the Japanese market, but is still more a function of increase in the size of their rise.

The new products that stay the distance are mostly those that are able to plug into a group dynamism some sort and, to be really suc-

cessful, they have to be transferable to another group, as the original group's character changes with newly acquired social responsibilities.

For impact in the marketplace, the rapidly changing position of women is the most important factor. Many of the features are recognizable in the West but the female consumer who evolves will still be uniquely Japanese in many respects for some time to come. More important to the marketer is the fact that they are moving from one set of consumer needs to another by virtue of greater affluence, independence, social recognition and free time. The results are evident in booming markets for certain sports-related goods, culture centers, fashion items, travel, family restaurants.

The growth in the dissemination and manipulation of information related to services has had its impact. The home-delivery firm of Footwork discovered that it could deliver a special type of melon from the northernmost island to any home in Japan before the product perished, a feat beyond the capabilities of the existing distribution system. The concept of "direct delivery from the source" was successfully launched, tapping latent consumer needs that were perfectly consistent with traditional values.

The diversification of the Japanese consumers' tastes is the net result of moving from a production-based to a marketing-oriented culture. Demand exceeded supply in the halcyon days of growth, turning the Japanese marketing establishment into solid supply-siders. There is now a scramble to provide a raison d'être for a product other than functional excellence and price.

George Fields is president of ASI Market Research (Japan) Inc.

A Glittering Prosperity
Masks the Gap in Quality

(Continued From Page 9)

average salary of 1.92 million yen per year, compared with 3.86 million yen for men. But since women mostly work to supplement the family budget, there is no wide disparity in income on a household basis.

Rural areas have not been neglected at the expense of cities in receiving economic benefits. Due to the patronage nature of Japanese politics, dominated by rural-based politicians, the countryside has received a rich harvest of public-works projects, from bullet-train lines to extensive hospital facilities. Farmers are heavily subsidized by the government there are plans to spread the benefits of technology into the countryside by building a dozen or so "technopolis" regions that will house high-tech industries.

But Japanese perceptions of their living standards have not changed much since the late 1950s although the population is better fed, better housed and better clothed than 25 years ago.

Despite Japan's rapid economic growth during most of this period, public-opinion polls have revealed that about 65 percent of Japanese believe that their standard of living has not improved at the same pace, although 90 percent of the population now considers itself part of the middle class, compared with 72 percent in the late 1950s.

Recently, the polls have noted a growing pessimism among a sizable minority of Japanese about their economic future. For example, 22.7 percent said last year that their

standard of living had deteriorated from the previous year and 38.6 percent replied that it was harder to make a living than before. Moreover, the number of those who consider themselves lower middle class (27.1 percent) rather than middle middle class (54.6 percent) has increased slightly by 4 to 5 percent since the mid-1970s. There is a

dominating and \$12,000 jewelry for pets.

The debt situation is not as serious as that faced by the U. S. and some European countries due to the high savings rate.

growing nostalgia within Japan for the 1950s, when economic prospects seemed unlimited and the nation was united behind the one goal of rebuilding the country.

That has given rise to talk that the country's middle-class consciousness is slowly breaking down, caused by widening income gaps. One example of growing wage differences is that between those working in large firms with 500 or more employees and those working in small enterprises with fewer than 30 employees. While in 1972 workers in small companies were earning 62.8 percent of the wages received by large-corporation employees, the ratio had dropped to 56.6 percent by 1983. The disparity is even greater when it is considered that large companies offer more generous benefits, from housing assistance to retirement allowances, than smaller ones.

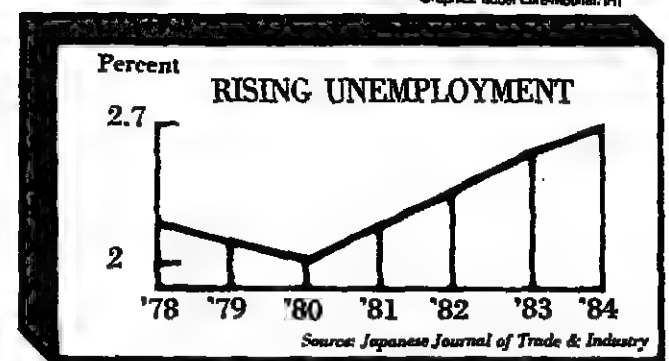
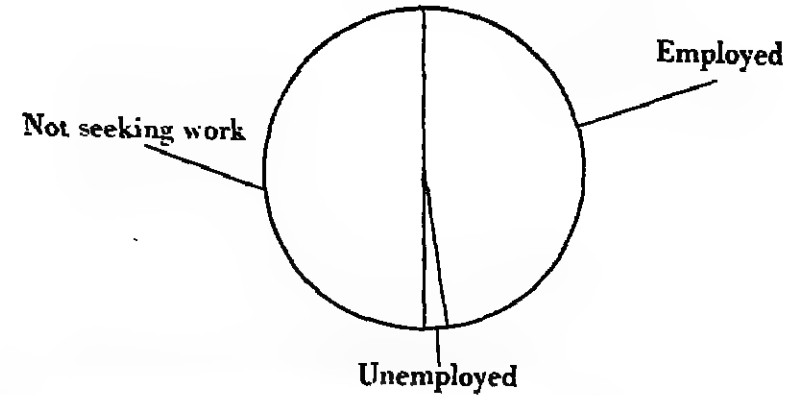
dominants and \$12,000 jewelry for pets.

With a gross national product growth rate of 6.5 percent during the first half of fiscal 1984 (the highest among the major non-Communist industrialized powers) and with industrial production climbing to 9.2 percent at the end of last year, Japan's economic health is not in doubt.

However, some segments of Japanese society could face a bleaker future, particularly the aged. Within the next 15 years, one out of every five Japanese will be 60 years or older. With national pensions inadequate, most workers who retire from their career jobs are forced to take another job to make ends meet. But the number of positions available for elderly workers is rapidly filling up and the government may have to shoulder a great-

A NATION AT WORK

Of Japan's 120 million people, almost half — 56 million — have jobs, while 1.52 million continue to seek work.



er share of supporting the aged in the future.

That comes at a time when the government is trying to contain huge budget deficits, amounting to a total of about 120 trillion yen, the

result of pump-priming measures that started in the mid-1970s to counter the effects of the oil-price rise.

To finance its fiscal 1985 budget of 52.5 trillion yen, the Japanese

government will have to borrow around 20 percent of that amount and 20 percent of the budget will go for debt service on past borrowings. Social spending has already been frozen for three years and the government is now considering an increase in taxes.

The government's debt situation is not as serious as that faced by the United States and some European countries due to Japan's high savings rate, which is likely to remain high so long as Japan does not provide comprehensive welfare benefits, thus providing an incentive for continued savings.

But the aged may have to pay for that state of affairs, especially when they will have to depend on a smaller working population, which may be less committed to the work ethic than previous generations.



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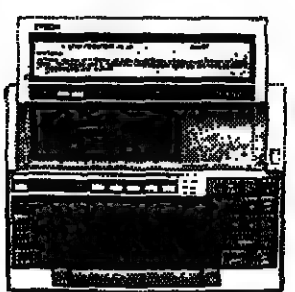
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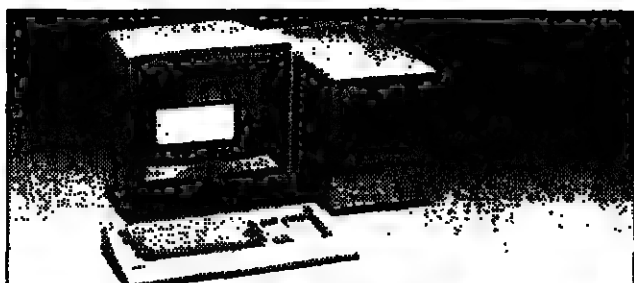
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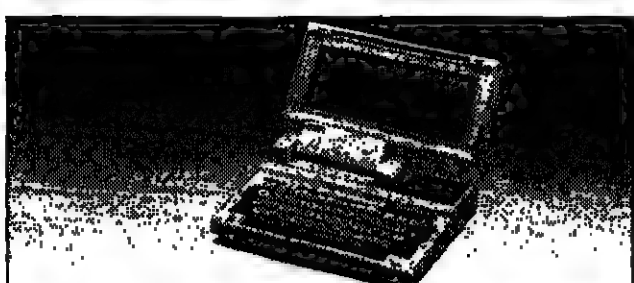
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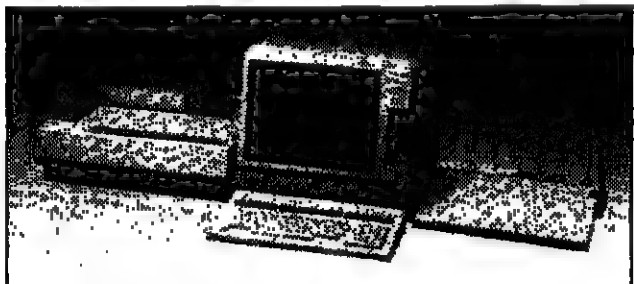
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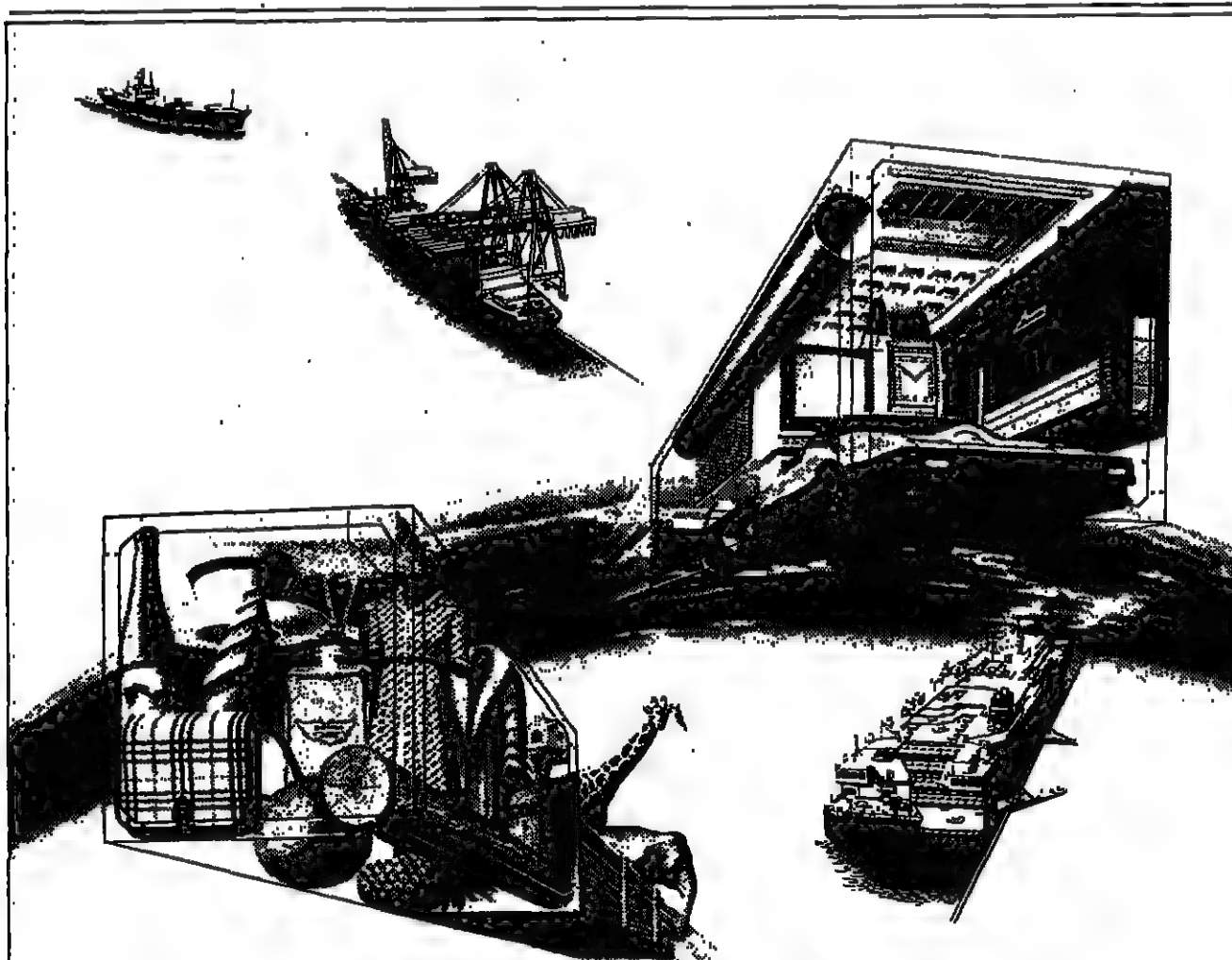
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A SPECIAL REPORT ON JAPAN

Secondary Suppliers Keep Engine Running In Good Times and Bad

By Darryl Gibson

TOKYO — The names of Japan's industrial giants, Matsushita, Hitachi, Nippon Kōkan, Honda, Toyota and others, have become synonymous with industrial power of this decade, but this success does not spring from technological and managerial advances alone.

In the rigidly hierarchical structure of Japanese manufacturing, the famous rest comfortably atop a pyramid of secondary and tertiary suppliers, which not only keep the economic engine firing smoothly in good times, but also act as buffers to soften the blow of economic downturns for their main patrons.

For despite the fame and size of the giants, Japan's economy rests mostly on small and medium-size businesses that supply the parts and labor for the companies at the top.

In 1981, the last year for which complete figures are available, there were 71,000 Japanese manufacturing firms employing 10.6 million people. Compared with the United States, where 312,000 corporations employed 21.9 million, the predominance of small and medium firms in Japan is clear.

On average, Japanese manufacturing firms employ only 15 people, while in the United States the comparable figure is 60. And when companies employing fewer than 100 people are included, fully 58 percent of Japan's labor force worked for small companies compared with 25 percent in the United States.

At firms in Japan with fewer than 300 workers, 65.5 percent were subcontractors. What this means for the Japanese employee's

Philippines, where low-paid workers fill Japanese orders.

But even at home the company must save.

Each spring, throngs of female high school graduates are recruited to fill the ranks on hand assembly lines. Few last more than a few years, so the predominantly female labor force is at the low end of the wage structure and the male managers, most of whom can expect lifetime employment, spend much of their time training new workers.

At the next level down, the company's own suppliers often work at home or at other small premises to manufacture plastic fittings of similar small articles on a piecework basis.

In boom times, the company's assembly lines are full and the tertiary suppliers work hard to meet demand for the assembly. But when the economy slows, the secondary work force is trimmed by quick attrition and no hiring of new graduates, while workers on the tertiary level either must look for new jobs or return to their rice fields.

At the top, belts are tightened, but layoffs are rare. The lower-ranked firms squeeze their work force and, in turn, squeeze those below them.

On the positive side, however, the close relationship means that technology is often shared with affiliates and independent suppliers more quickly than might happen otherwise and efficiency is increased markedly.

With so many firms dependent on the corporation at the top, adaptation to change is faster than in systems where suppliers are at arm's length from their customers.

In the rigidly hierarchical structure of Japanese manufacturing, the famous rest comfortably atop a pyramid of secondary and tertiary suppliers, which ... soften the blow of economic downturns.

position within the hierarchy is all important.

At the industrial giant, employees can expect relatively high wages, substantial company benefits, often including housing or help in purchasing a home, and a virtual guarantee of lifetime employment.

At the secondary level, the salaries and benefits slip considerably. For those relegated to the third level, the wages, benefits and guarantee of a job are all subject to the whim of the employer.

Within the auto industry for example, a recent study showed that an unnamed giant had direct relations with 168 primary suppliers, 5,437 secondary subcontractors and 41,703 tertiary subcontractors, all producing parts and services.

The pressure to supply with economy and reliability increases with each step down the pyramid. At the secondary level, where the companies are large and often directly affiliated with the giants, the demands are already great.

A manufacturer outside Tokyo, for example, supplies cables and wires to most of the majors, but in each case delivery must be made in a truck built by the buyer. A load of finished parts for Toyota requires a Toyota delivery truck, just as a load for Nissan requires a Nissan.

The expense in simply meeting the logistical demands of delivery puts extraordinary pressure on the company. To cope, the firm has gone offshore, mostly to cheap-labor countries like Thailand and the

While there is mounting union pressure for greater integration of the manufacturing economy, the picture is unlikely to alter soon. Unions are generally one-company affairs and have little say beyond day-to-day operations and annual wage negotiations with their own firms.

The one factor that may precipitate a change in the "pyramid" is technology. For despite the overall welcoming of innovation and the rapid sharing of new manufacturing discoveries, the fragmentation of the industrial structure makes sweeping technological change hard to implement.

At tiny subcontracting firms where only the boss and a handful of workers turn out a single component, the capital to institute robotics, computers or simply new mechanical devices is lacking. The top manufacturers, when trying to automate beyond simple assembly operations, increasingly are finding that the lower echelon is where the change is needed.

The growing recognition of the need for systemic, rather than simple corporate, change may lead to greater capital ties and more benefits at the subcontracting level in the long run, but the job of coordinating operations at thousands of firms is clearly going to be long and complicated.

In such an event, the social impact in Japan is likely to be as great as the technological.



Office workers in Tokyo's business district.

Venture Boom Spawns An Innovative Breed Of Young Entrepreneurs

Special to the IHT

TOKYO — It is fashionable to talk of a new "venture boom" in Japan. American-style venture capital, it is often said, is creating a new class of Japanese entrepreneurs.

After 1945 new entrepreneurs launched firms like Sony and Honda in a marked departure from the old prewar dominance by big industrial groups called *zaibatsu*. But since then, big firms have dominated Japan's economy. In contrast to American experience, most technological innovation in Japan has come from big companies. If venture capital could now alter this, it would be a profound social and economic change.

However, talk of a rebirth of entrepreneurship in Japan is, to paraphrase Mark Twain, much exaggerated. There has been a big improvement in the availability of venture capital — loosely defined as funds invested as shareholdings in risky, start-up companies — in Japan. But it is from a very small base. And even more scarce than the cash are the budding entrepreneurs waiting to use it.

A recent survey by the Ministry of International Trade and Industry found that at the end of 1984 the amount of venture capital investment outstanding in Japan was 85 billion yen (\$325 million), about 125 percent higher than a year earlier. There are now more than 50 firms set up to provide venture capital, many of them affiliates of security companies, banks and trading houses.

But, although the rate of growth is impressive, the funds remain tiny compared to those in America. Definitional problems make comparison difficult, but one estimate says that the sums invested in Japan total well under 10 percent of those in the United States.

In the early 1970s, venture capital hardly existed in Japan. Sord Computer, a personal computer firm set up in 1971 by an entrepreneur in his 20s, Takayoshi Shima, found it very hard to raise money.

"No banks would lend to us," Mr. Shima said. In February Sord's meteoric growth fell back to earth when, after a disastrous year, it was taken over by Toshiba, one of Japan's biggest electronics firms.

Now there is money, venture capital firms still do not find it easy to invest. About a third of all funds available remains uninvested.

According to the newsletter Japan Financial Report, the biggest and oldest venture capital firm, Japan Associated Finance Co., known as Jafco, an affiliate of the country's biggest securities firm Nomura, has made big loans to consumer finance companies called *sarakuin*, or loan sharks.

Hardly venture businesses, they do offer high interest returns. Similarly, Nikko Venture Capital, an other brokerage affiliate, has reportedly invested half its capital in a property subsidiary of the giant Matsushita electronics group.

So where are all the entrepreneurs? The Trade Ministry reports that around 2,000 firms have received venture capital in recent years. The biggest share has gone, predictably, to electronics firms followed by telecommunication, financial firms and computer software.

Japan's biggest financial newspaper, the Nihon Keizai Shimbun, recently took an opinion poll of new entrepreneurs in order to try to find out where they were. Of 1,697 people polled on 541 answered the questionnaire. Nevertheless, the responses were revealing.

About 80 percent of the company presidents that responded had previously been employed at big Japanese companies, but mostly in lowly positions. They have left voluntarily. Roughly 45 percent of respondents had come from the research and development or design departments of big firms. Respondents reported that only a third of the employees of their companies have previous working experience. Two-thirds are new graduates school leavers.

Most important of all, the Nihon Keizai survey stressed that many of the so-called "venture businesses" were actually firms spun off by big companies. Electronics firms such as Toshiba, Fujitsu and NEC are fond of spinning off divisions to form new software and computer graphics firms, especially. The spin-offs then operate in a more independent, entrepreneurial way than the parent but have the parent's backing.

Industry Associations Protect Old, Nurture New

By Susan Moffat

TOKYO — Trade associations in Japan act as both nurturing mother hens and as fiercely protective mother bears.

In the 1950s and 1960s the associations, known as *kyokai*, midwifed Japan's emergence as a world leader in heavy industry. Now they are trying to discipline the fiercely competitive high-technology industries into joint research and development projects and standardization efforts.

But as Japan's enterprises mature along with its economy, some major corporations, including those in newer industries, seem ready to come out from under the tutelage of trade associations — and their headquarters in government bureaucracies such as the Ministry of International Trade and Industry.

But the heads of the top five steel companies still meet each week in the Gensyokai (Monday Club) along with ministry officials to forecast demand and discuss production levels. They act together at the headquarters of Keidanren, the federation of economic organizations, the mentor of Japan's 23,573 trade associations and one of the greatest concentrations of power in Japan.

On the other hand, the president of the computer industry association recently complained to the U.S. trade representative, William E. Brock, that the Japanese computer industry was suffering from excessive competition because the association could not control the unruly members of its robust sector.

Associations of growing high-tech industries are not generally

able, nor even desirous, of carrying out protectionist aims through cartels, as do associations in declining industries such as textiles, steel, petrochemicals and paper.

What they will do is monopolize standards and certification procedures, an action that often effectively blocks foreign products, U.S. trade negotiators say.

The United States finds the proposed inspections institute for telecommunications products, whose directors consist of major Japanese manufacturers, a particularly glaring example of the power of government-sanctioned industry groups over international trade.

However, the main telecommunications association has more than 200 members, the electronic associations over 600 members, and observers say they are far less unified than associations of old-line industries. But associations of industries both booming and foundering share common patterns of patriarchal influence over their trade.

The small businessman has little say as to the direction the industry will take, but he can rest assured that the big companies will stick to the principle of protecting the weak for the good of all; industry leaders may be all-powerful, but they are not ruthless.

The view that a balance of competition and cooperation among enterprises is essential to the health of an industry is a tenet shared by most trade associations and the Ministry of International Trade and Industry.

The associations of MITI work out common goals through a complex network of personal connections based on old-school and former-job ties that make the process

of industry-government cooperation invisible to the consumer and difficult to prosecute for the Fair Trade Commission.

Often, as in the Monday Club of the Steel Association, the presence of MITI officials legitimizes what many would call cartel-like behavior under the guise of "administrative guidance," the moral persuasion regularly dispensed by MITI that is practically, though not legally, binding.

"Administrative guidance" is the bogeyman of the Fair Trade Commission. "Cartels," its official position reads, "are more likely to be brought about through administrative guidance toward trade associations."

Individual monopolizers are rare in Japan. As in everything else, it is a matter of group rule. Of the 765 cases decided by the FTC since the establishment of the Anti-Monopoly Act in 1949, the majority involved trade associations.

And the most celebrated violation of the act by a trade association pointed out even industry fingers at administrative guidance.

After the first oil shock, in 1974, the Petroleum Association and 17 oil company officials were criminally charged with price fixing. The defense they pleaded blamed administrative guidance for leading them astray from paths of free trade.

The Tokyo High Court did not accept the argument, or at least it did not dare prosecute MITI officials. It was the industry association that got hurt. But a leading newspaper printed the names of 50 former MITI officials, including five former deputy ministers, who had retired into executive positions within the oil industry.

The case was finally concluded in 1984, when the executives were fined and received suspended sentences.

But in the intervening 10 years the Fair Trade Commission slipped back into its earlier timidity. Recessions had helped strengthen the cartelizing nature of the associations and the number of trade association-related decisions by the commission declined from 33 in 1973 to two in 1983.

In fact, last December, when small gasoline retailers tried to sue the MITI-Petroleum Association system by importing cheap gasoline against administrative guidance, it was thwarted when banks suddenly pulled out of credit. But the commission did come to the consumers' rescue as had in 1974.

Even under present favorable economic conditions, there are legal cartels in Japan that are exempted from the Anti-Monopoly Act, some for reasons of structural adjustment (that is, reduction of overcapacity), others to aid realization (for example, product specialization by enterprise).

The number of exempted cases is decreasing, commission officials say. But observers agree that there are many cartels in Japan operating without the benefit of legal sanction.

It is hard to track down specific acts of restriction of competition government complicity in cases, but it is easy to trace. Cartels of MITI and other bureaucrats who after forced retirement as early as age 50 easily powerful and lucrative men.

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A SPECIAL REPORT ON JAPAN

Middle Class Discovers the High Life

By Mariko Fujiwara

TOKYO — A survey last year conducted by the Prime Minister's Office shows that more than 90 percent of the Japanese view themselves as middle class. The further stabilization of consumer prices and continued increase in income, although small in both nominal and real terms, have helped the Japanese feel relatively secure in their middle-class standard of living in a time of slow economic growth.

Consumer prices rose only 1.4 percent in fiscal 1982 and 1.9 percent in fiscal 1983, marking a record low for two consecutive years out of the last 25. The average monthly income of the wage-earning household in 1983-1984 was 409,000 yen (\$1,773), a 1.5-percent increase in real terms from the year before.

Today, Japanese homes are probably better equipped with home appliances than most American and European homes. The Japanese are content to know that their standard of living has reached that of Western industrialized nations, except perhaps in the sizes of their homes.

There is a growing tendency among the Japanese in recent years to seek greater personal fulfillment beyond material wealth. Since 1978, surveys show that those who seek this with have outnumbered those who wish to improve their life in terms of possessions. In a 1983 survey, 46 percent viewed personal fulfillment as the most important thing in their lives while only 37 percent wanted greater material wealth.

Four basic changes in the consumption patterns of Japanese families reflect this shift in the value system: an increase in expenditure on services, a trend toward quality buying of durable goods and services, a rise in spending on leisure and education, and an increase in the use of consumer credit.

In 1982, 43.4 percent of household expenditure was for services, 56 percent for goods. The ratio of service expenditure rose almost 11 percent since 1965, 1.5 percent since 1980.

The ratio for selective expenditure has been higher in service consumption than in goods consumption. For goods, 76.4 percent is indispensable expenditure and 23.6 percent is selective. For services, 54.3 percent is indispensable and 45.7 percent selective. Demand for services is expected to increase steadily with the growth of income.

Japanese families today spend more on both selective services such as laundry and dry cleaning, remodeling of homes and automobile maintenance, dining out, and disposable services such as air conditioning and communications.

With the shift toward greater personal fulfillment in the value system, the quality orientation evident in consumption of goods and services. A survey of family income and expenditure showed that there has been a trend toward higher quality durable goods purchased at higher cost. The 1983 report by the Hakuhodo Institute of Life and Living also indicated that such quality goods as multiplex television, central air conditioning, solar water heating systems and custom-made clothes rank very high in the items the Japanese want to increase in the near future.

In services, the stronger quality orientation is evident in preferences for more tailored

made services and personal services given in the home.

The increase in leisure time also means greater possibilities in improving the quality of life in general. Workers work fewer hours and take longer holidays. Housewives, with more home appliances and more convenience goods and services offered to them, spend less time doing housework. Mothers with fewer children spend fewer hours caring for them.

The average number of work hours per month decreased to 174.6 in 1982, 14 hours less than in 1970. The average annual increase rate of sport-related expenditure in 1975-1982 was 8.7 percent, significantly higher than the 1.2-percent increase for the entire consumption expenditure.

The greater emphasis on leisure as shown in the Hakuhodo survey on Japanese young adults, indicates that the consumption connected with leisure will continue to grow. The new generation of Japanese is committed to work and leisure almost equally.

Education and education-related expenditure has also shown rapid growth in recent years. It grew 5.2 percent and 4.2 percent in 1982 and 1983, respectively, considerably higher than the growth in total household expenditure.

In the hope of giving them a well-rounded education, many parents give their young children such lessons as piano, swimming and abacus. As the children grow older, parents spend a lot to send them to

cramming schools. The majority of pupils in junior high school have special tutoring sessions two to three days a week, which costs an average of 13,800 yen a month, according to a 1984 Sanwa Bank survey. Today, the costs of extracurricular class and tutoring make up 11 percent of the entire expenditure on education.

With the new leisure-oriented generation of Japanese growing older and joining the mainstream of society, the use of credit is becoming more popular. In 1982, 57 billion credit cards were issued; the number doubled in three years.

Mariko Fujiwara is director of English publications and overseas research at the Hakuhodo Institute of Life and Living.

WHERE THE PAYCHECK GOES

Average Monthly Earnings (in yen)		% of income
405,517	Gross income	
344,113	Net income	84.8
Partial breakdown of disposable income		% of net income
272,199	Living Expenditure	79.1
72,099	Food	20.9
23,703	Housing, fuel and light	8.3
18,910	Clothing and footwear	5.5
6,436	Medical care	1.9
10,414	Education	3.0
23,462	Reading and recreation	6.8
71,914	Propensity to save	20.9

Note: For salaried worker households, 1983. Average number of people per household: 3.79.

Source: Japan Institute for Social and Economic Affairs

Defining the Upper-Class Strata: No Single Group Pulls the Strings

By Barbara Casassus

TOKYO — Only a handful of Japanese consider themselves upper class, not that the term has anything to do with the clearly defined, conflict-ridden stratification familiar to the West European.

No single elite group pulls the strings in Japan. It is full of what sociologists call "status inconsistencies," where position in one sphere has no automatic ripple effect. And since World War II, there has been a considerable difference in upward mobility between generations.

Professor Seisaburo Sato of Tokyo University, the breeding ground of top civil servants and industrialists, places the Japanese elite in four categories: leaders of the ruling Liberal Democratic Party, ranking bureaucrats, top corporate managers and the less influential intellectuals, who are mainly scholars in top universities.

Academics are divided over many aspects of who takes precedence over whom in the nation's life. But they concur in the view that since the economic boom of the 1960s, politicians and industry have strengthened their grip at the expense of the bureaucracy, once heralded as the driving force behind Japan Inc. Nonetheless, civil servants' power is considerable — on a par with their counterparts in France — and their prestige remains high.

According to Professor Shioichi Watanabe of Sophia University, the Liberal Democratic Party has been in power so long that veteran parliamentarians know the laws of the land better than some civil servants, and industry can operate more freely now that certain government controls have been lifted. "At retirement, senior civil servants are starting to have difficulty in securing second jobs in the private sector," he says.

The pecking order within industry has become blurred. Traditional smelter manufacturers are losing status as the industrial structure shifts to high technology and services. But this phenomenon "has yet to be reflected in the leadership of the influential business organizations, such as the Keidanren [the federation of economic organizations]," Professor Yasuaki Murakami of Tokyo University said.

Sociologists disagree over whether such postwar conglomerates as Matsushita, Sony and Honda belong to the establishment. Some still regard

them as entrepreneurs, along with such companies as Seibu, Kyocera and Daiel, while others point to the eminence of personalities like the Sony chairman, Akio Morita, whose influence extends beyond the boundaries of the business in which he is directly engaged.

Another issue where consensus is lacking is whether class distinctions are hardening and a *nouveau riche* emerging. Statistics show that wage and personal-asset gaps are widening. Many owners of small and medium-sized enterprises are significantly wealthier than major corporations' salaried presidents, who have risen through the ranks. These owners are spending their disposable incomes with increasing flamboyance — on lavish marriages for their daughters, expensive clothes for their wives and jewelry for their dogs.

Inheritance tax is draconian, but smaller companies can circumvent the problem by nominating family members as directors and managers.

Money alone does not transform a Japanese into a perceived member of the elite. Former Prime Minister Kakuei Tanaka is an example. He has wealth and, despite indictment in the Lockheed bribery case, retains political power. But he does not have the "right" educational background.

The "examination hell" illustrates the importance of academic credentials. The principle of equal opportunity for all, which allowed the offspring of the poor to reach Tokyo University, no longer applies. The costs of education, including preparation for exams, permit only the better off to finance their children through the fierce competition.

Perhaps surprisingly, the institution's supremacy among bureaucrats and corporate executives does not extend to the present generation of political leaders. No more than a substantial minority of the heads of the five factions of the Liberal Democratic Party and their heirs apparent are alumni of Tokyo University.

Politics is one area where the *de facto* hereditary rights can prevail. Constituencies are handed down from father to son, although power within the party is not guaranteed to follow.

With the postwar land reforms, the breakup of the *zaibatsu* corporate empires and abolition of the 19th-century peerage, many wealthy families lost a great deal of their assets and influence. Some have faded into the haze of the middle class and it is

(Continued on Next Page)



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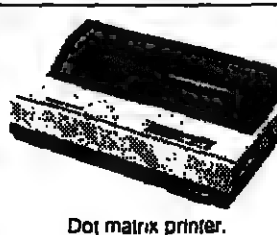
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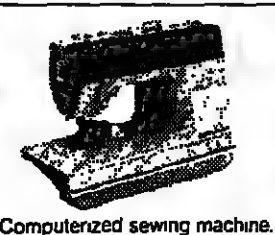
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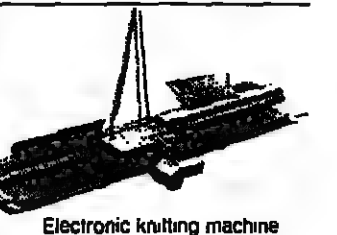
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Shift to a Service Society Is Hurting the Unions

KYO — As Japanese unions near their 30th annual *shunto*, or spring struggle, negotiations, they are also trying to reverse, or at least halt, a decline in their influence. In the early years of the postwar, labor unions were one of the most powerful organized forces in Japan, with 56 percent of workers organized in 1949. Last year, a record postwar low of 41 percent, the ninth consecutive decline.

growth of the labor market has slowed the growth of union membership. While the number of workers in Japan in 1970 was 32.7 million, in 1979 it was 32.1 million, the number of workers only rose from 11.5 million to 12.5 million during the period, with the unions losing 56,000 members last

year. Automation and the increasing unwillingness of Japanese to work in factories means that the industrial labor force will continue to shrink. The union federations, such as the General Council of Trade Unions of Japan (Sohyo), are trying to meet this shift in the labor market by turning their attention from large manufacturing companies, where most union workers are, to smaller, more labor-intensive enterprises. But the unique structure of the union system in Japan hinders such a strategy.

Japanese unions, unlike those in the West, are organized around companies, not crafts, and the stress is on company loyalty rather than kinship with fellow workers outside the firm, although the company unions belong to union groups covering specific industries and the much larger national union federations such as SOHYO.

With unionized workers sharing in a company's increased prosperity through higher bonuses and better fringe benefits, they are likely to oppose any action that would cut into the company's profits, including the unionization of small and medium companies, which are primarily used to do subcontracting work for major corporations.

Company unions at many big corporations like to encourage this view since it is not in their interest to make subcontracting more expensive. The use of the marginal labor for subcontracting also gives the major corporations the flexibility to maintain the lifetime employ-

ment system, which applies to about the top third of all Japanese firms. They have no need to hire extra workers during a boom period and then lay them off during a recession.

Workers at the smaller companies also realize there is a disadvantage in starting up a union since higher union wages would force the bigger companies to look for another subcontractor or else do the work themselves. While the unionized share of the labor market is eroding, the source of the unions' political strength, the public-sector companies, is also under attack. Unions in state-run enterprises are more militant than company unions and are major supporters of the opposition Japan Socialist Party.

Union relations are worse in the public sector because workers and the conservative Liberal Democratic Party government are usually on the opposite sides of the political fence and the government does not extend the same kind of paternalistic treatment offered by private management to company unions.

Prime Minister Yasuhiro Nakasone is trying to defuse the power of the public-sector unions by denationalizing Nippon Telegraph and Telephone and the Japan Salt and Tobacco Monopoly on April 1. His next target for denationalization is the Japan National Railroads.

The threat of denationalization has already curbed somewhat the militancy of railroad workers, who

A SPECIAL REPORT ON JAPAN

Trains Take Back Seat to Cars As a Means of Moving People

By Marc Beauchamp

TOKYO — In Japan, a nation that boasts one of the world's best mass-transit networks, the automobile has managed over the past 25 years to dethrone the train as the No. 1 way to move people.

In 1960, according to the Ministry of Transport, cars carried just 4.7 percent of passengers (on a passenger-kilometer basis). Today, they carry 43 percent, a ninefold increase. Meanwhile, the share carried by trains dropped from 75 percent to less than 40 percent.

This turnaround has occurred despite the disadvantages of owning a car in Japan — steep taxes, road tolls, \$2-a-gallon gasoline, traffic jams, parking shortages — and despite Japan's clean, efficient and safe trains, subways and buses.

Indeed, Japan is a country that is well suited for mass transit. Of its 119 million people, 75 percent live in cities served by extensive, if crowded, public transportation.

With so many reasons not to own

a car, why are the Japanese forsaking the railroad for the highway? The major reasons are byproducts of Japan's prosperity. Rising living standards have simply made cars more affordable. In the 1960s, when Japan's gross national product was growing at double-digit rates, car ownership climbed an average of 35 percent a year.

Status is another factor. Today, many people buy cars not so much out of need as to keep up with their neighbors. Japanese car commercials are slick and sexy, often shot in the American Southwest or other wide-open spaces. Never mind that for most motorists in Japan the reality is traffic jams and dangerously narrow streets.

There are more than 43 million automobiles on the roads of Japan today, up from only 1.4 million in 1960. This is good news for the auto industry, of course.

In just 25 years, Japan's auto industry went from building 500,000 vehicles a year to more than 11 million, about half destined

for the domestic market. In a land famous for big business, autos are today one of the biggest. The industry accounts, directly or indirectly, for 10 percent of total employment, 10 percent of total manufacturing output and 15 percent of industrial research-and-development spending.

Meanwhile, public transport has fallen behind the demand caused by population growth and the migration of millions of Japanese from the countryside into major industrial centers.

The growth in the use of autos, trucks and airlines in the postwar era has been especially bad news for the Japanese National Railroads, the government-run organization that owns 80 percent of the country's rail network.

The JNR, saddled with money-losing rural lines, high construction costs of its three high-speed "bullet" train lines and a bloated payroll, is forecast to lose \$6.8 billion in the year ending March 31. In the red every year since 1964, when it



From left: Automobiles jam the Ginza, the high-speed bullet train, and a packed Tokyo subway.



Foreign Cars Lend an Air of Snobbery — and Defiance

TOKYO — Considering the cost and problems involved in owning a foreign car here and the dubious image imports have in conformist Japan, it is hardly surprising that ownership of one implies an element of snobbery — and, at times, defiance.

Shipping costs and hefty dealer markups put foreign cars out of reach of the vast majority of Japanese. Even a stripped-down Volkswagen Golf costs roughly twice as much as a comparable Japanese car. A middle-of-the-line BMW or Mercedes-Benz costs as much as most Japanese cars in a year.

Last year, 3,097,554 passenger cars were sold in Japan; of that total, only 41,982, or 1.4 percent, were foreign-made.

In Japan, all cars, domestic and imported, are heavily taxed, with buyers paying more than \$2,500 per vehicle, about nine times what Americans pay. Imports face even stiffer taxes because they are usually bigger. Cars with engine displacements of less than 2,000cc face an 18.5-percent commodity tax and those above that capacity are charged a 23-percent tax. Last year, only 80,000 cars with engines larger than 2,000cc were sold in Japan, but 20 percent were foreign-made. Automakers like BMW Japan say they face discrimination.

Imports also cost more to maintain and repair. Owners often have to wait for parts to be shipped from overseas, and when they arrive, they cost more. There are fewer than 1,000 outlets for foreign automobiles, compared with more than 12,000 for domestic cars. Many dealers only handle imports as a

sideline, so owners may experience trouble with service.

Imports, especially American cars, tend to consume a lot of gasoline, and that is a consideration in Japan, where gasoline costs about \$2 a gallon (7.6 liters).

Imports are also inconvenient. Most are left-hand drive while Japanese models are right-hand drive. This presents problems when passing another car, parking and paying tolls. Moreover, big American and European cars are harder to maneuver and park in Japan, where streets are narrow and congested.

Besides the cost and inconvenience, there are other, less tangible, problems with owning a foreign car. Because foreign cars are expensive, many Japanese assume the people driving them are rich.

While they may turn heads on the street, flashy foreign cars raise questions at the tax office. Last year, tax authorities, under pressure to crack down on cheaters, announced a new policy to go over the returns of self-employed people who own foreign cars.

With their obvious snob appeal, imported cars can evoke feelings of jealousy, sometimes resulting in vandalism. Officials at BMW Japan report that owners complain of mysterious scratches and dents.

As a rule, the Japanese frown on conspicuous consumption.

Top executives of leading Japanese companies choose domestic models over imports. There is also an image problem with some

foreign cars. If you drive a Volkswagen "Beetle" or a Mini, you may be seen as trendy and internationally minded, but a big flashy automobile might associate you with the yakuza, or Japanese organized crime.

But despite all the reasons not to own a foreign car, the market for imports is recovering from a four-year decline, with the West Germans squarely in the driver's seat.

Foreign-car sales peaked in 1979, the year before the second "oil shock," at 60,161 units. West German automakers — led by Volkswagen, Audi, Mercedes-Benz and BMW — had 55 percent of the market, while Detroit held around 28 percent. Sales of imports slumped as the Japanese economy contracted.

But last year, reflecting the business recovery, sales of imported cars increased 19 percent, to 41,982 units, with West German makers increasing their share to 77 percent. Detroit, however, continued to slip, with sales of U.S. cars falling 10 percent, to 2,382 units, just 5 percent of the market.

A decade ago, American cars were popular with some self-made businessmen and show-business people but U.S.-made cars share since developed a reputation among some Japanese for shoddy workmanship and poor quality. West German cars, on the other hand, are perceived as better engineered, better made and classier.

— MARC BEAUCHAMP

New Automated Office Needs More Employees To Push the Buttons

By Jon Woronoff

TOKYO — Production of office automation equipment is booming in Japan, but rather than eliminating jobs in the office, it seems to be creating them. The reasons for this apparent contradiction are to be found in the country's economic system and corporate culture.

The output of computers, word processors, facsimile machines, photocopiers and dozens of other such items is growing at double-digit rates. But the need continues for salaried employees and office women who combine the functions of secretary and housemaid.

In fact, major companies have been hiring slightly more personnel and they show a special interest in those who can work the new machinery.

Part of the reason for this lies in how the Japanese economy functions. To begin with, much of the increased production has not been for Japanese consumption. At least half of the office machines pro-

duced have been exported, especially to the United States and Europe. The actual penetration of such equipment in the Japanese market has therefore been much slower than would appear from production figures.

But the more significant factors arise out of Japan's corporate culture, which has proved to be resistant to integrating the machinery. Although companies want the latest gadgets, in many cases the equipment is not really used. It is parked on a table or desk, in plain view of visitors, but merely gathers dust because no one knows exactly what to do with it.

While the equipment is user friendly, this does not take into account the quirks of the Japanese management system. Decision-making is a group affair, based on long and close personal contacts. The computer is too cold a tool for individual managers; they cannot really use it and it cannot really replace them.

Moreover, a Japanese executive may feel that using a machine, any machine, is beneath him. Thus, technicians or female office workers are hired to work the equipment.

The Upper Class: Hard to Define

(Continued From Previous Page)

debatable whether their ancestry gives them more than a hint of prestige.

Others have rebuilt their fortunes on an unprecedented scale and enjoy an added gloss because of their distinguished origins. These include the Mitsui and Fuyo banks, who were barons.

One thing is sure: the status of forerunners matters to the individuals concerned.

In his book "Japanese Business Leaders," Mannari Hiroshi states that as recently as 1970, about a third of respondents in a survey claimed to be descendants of samurai, who lost their privileges in the Meiji Restoration of 1868.

The imperial family and their relatives, however remote, are impervious to swings in the social structure.

"Even the prime minister's standing is negligible in comparison."

The emperor means about the same to the average Japanese as the pope does to Roman Catholics," Professor Watanabe said.

Royalty, with parliamentarians as runners-up, appear to be the only exceptions to what has been described as the most changeable society in the world.

So, while the Ministry of International Trade and Industry has been pushing automation for manufacturing, funding some of the research and offering cheap loans to



Lunchtime at a Tokyo snack shop.

purchase robots, it has not made similar efforts for the services.

It is not that possibilities do not exist. There are already prototypes of robots to clean floors or windows, to serve drinks and the like. But the last thing the ministry wants is to throw cleaning women, waitresses or maintenance men out of work.

The Ministry of Labor is even more committed to making the services sector an abundant source of jobs. According to its projections, the share of workers in the agricultural sector will decrease to 7.7 percent by 1990, at which time manufacturing's share will have slipped to 32.1 percent. This means that service industries will be employing 60.2 percent of the total labor force in 1990, almost 5 percent more than in 1980.

Since it has to secure work for about 3 million more people, the Ministry of Labor does not want to see a reduction in traditional service jobs.

Japanese society does not seem ready to tolerate the loss of service

jobs either. The onslaught of automation has been undercut nearly turned back by what appears to be more foibles of corporate culture. Some people do like to do certain jobs, and prefer to have them done by others. That is the very nature of service industries.

More generally, the Japanese like to have people to serve them. They enjoy going to bars, restaurants, game centers, golf courses and so on. Those they prefer to the best service, which means more people in nicer forms to look after them and them like the distinguished club they are (or want to be). The that this lavish use of personnel costs does not bother them. They are willing to pay the bill.

Jon Woronoff is the author of several books on Japan including "Japan's Wasted Workers" (Press, 1981) and, more recently, "The Japan Syndrome" (Press, 1983).

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Society Remains Unchanged Despite 'New-Media' Boom

By Martin Roth

TOKYO — The Japanese call them "New Media," those communications systems seen as the wave of the future, such as videotex, cable and satellite television and various forms of computer information networks. And for the past few years the country has been in the grip of a New Media boom, with well over 100 books published on the subject and a flurry of government and private surveys and reports.

Yet, despite this interest, Japanese society has so far remained remarkably unaltered by the telecommunications revolution.

"There are no electronic cottages," said Richard Greer, senior representative of Baring Far East Securities, which for several years has been carrying out a series of surveys of the Japanese electronics and telecommunications industries. "People still want to get out of their houses to work. And the housewives go out shopping every day. Tele-shopping from home hasn't caught on yet."

In fact, some people see the New Media as a tool working against change in Japanese society. In "Interactive Home Systems," one of Baring's latest reports on Japan, a market analyst, Alex Stewart, wrote: "Japanese society is also concerned to empower the individual — not, as we may understand that in the West, to make him more individual, but to make him more useful and dependable. Information technology is seen as complementary to this endeavor."

Many observers believe gradual changes are now under way, with younger people increasingly concerned about individual happiness and less interested in their careers. But these trends are probably precipitated more by factors such as the booming economy and an increase in personal wealth than by the communications revolution, which has hit the country rather late.

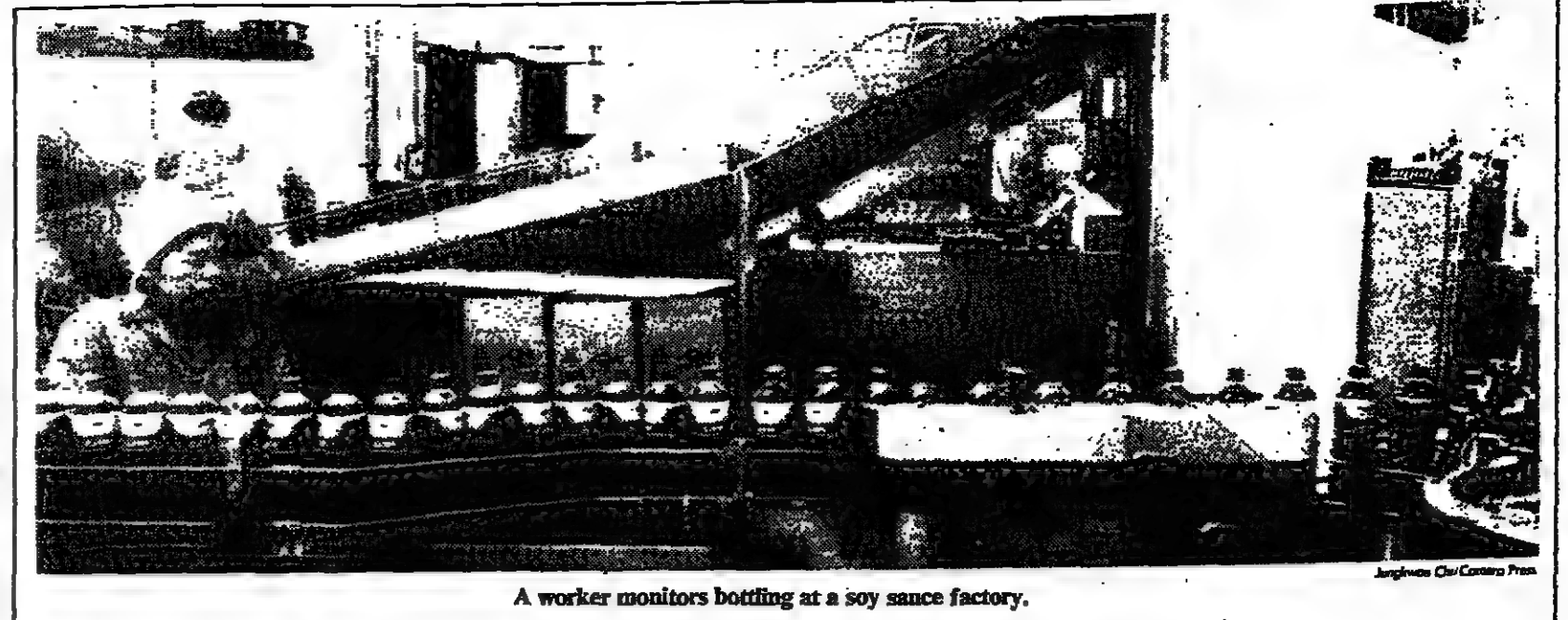
Although Japan is a leading developer and manufacturer of electronic equipment, most of its New Media progress has trailed devel-

opments in other countries. (This has not always been such a bad thing, as Japan has had the chance to learn from the mistakes of others and has generally been able to develop a more integrated approach.)

For instance, cable television exists in limited form only. On-line data bases are still very undeveloped. A videotex service called CAPTAIN, for Character and Pattern Telephone Access Information Network, was introduced last year after several years of trials. It allows users to communicate through their television sets with a central computer, but has yet to attract a big following.

Despite a seeming lack of enthusiasm among many Japanese, some companies continue their New Media experiments, although it is still too early to predict the results.

For instance, Hitachi Software Engineering of Yokohama has begun a program of installing personal computers in the homes of its programmers to allow them to work at home. The employees are expected to report to the office only



A worker monitors bottling at a soy sauce factory.

once or twice each month for instructions.

An experiment in "tele-commuting" by NEC Corp. is probably more in tune with the Japanese character. Instead of having em-

ployees work in their homes, the company has established a satellite office in a large residential area, connected by computer communications to the head office. Groups of employees living in that area work together on data processing.

One of the most innovative retail firms in Japan is the Seibu group of department stores. It has just opened a new store in Tama Science City that features a videotex network that will allow local used-car dealers to feed information about automobiles for sale. Shoppers will be able to consult a monitor in the store, simply punching in details of the car they are looking for to learn what is available.

The store also features its own studio with a direct link to a local cable television station.

But it is in the coming two decades, rather than in the next couple of years, that Japan is most likely to undergo a transformation, as integrated New Media programs now being implemented take effect.

In 1981, the Nippon Telegraph

and Telephone Public Corp. launched a 20-year plan to establish a new digital telecommunications infrastructure, built around optical-fiber lines and satellite communications. A common set of protocols will ensure that voice, picture and data signals can be integrated into a common system.

Total integration of the infrastructure will begin in 1995, and many analysts believe major changes may occur then in Japanese society.

The Economic Planning Agency, in a report prepared last year, said that home electronic shopping via two-way cable television will be slow in coming, but once it arrives, it could mean a crisis for the nation's retailers, with a major reorganization of retail, wholesale and distribution businesses.

The Ministry of International Trade and Industry has also prepared several reports on the New Media. In one, issued in December 1983, it foresaw major advances in education and medical care as a result of new telecommunications systems.

Industry Associations

(Continued From Page 12)

ment roles in the very industries they need to supervise.

This tradition of *ambiguity*, or "descent from heaven," is blamed by some for creating undue coziness between the bureaucracy and industry, especially in the years directly preceding retirement of an official, when he does not want to anger his future boss.

Others praise the institution as facilitating smooth government-business communications, and note that it allows the bureaucracy to delegate a good deal of regulatory power to the industry associations themselves: a hand in the glove is better than a slap on the wrist.

But the spirit of free competition is starting to catch on in some industries as sophisticated management becomes less reliant on government guidance and as the government's fiscal crisis and Japan's surplus of capital makes en-

terprises, including high-tech ones, less dependent on government financial assistance.

The swelling power of big business lies in well-managed individual enterprises and not in the consensual organization of industry associations, analysts say.

The ministry, they say, may end up being the defender of the weaker ends of each industry that used to be protected by the group rule of the stronger.

The days when the ministry controlled the import of all raw materials and capital and could thereby control the leading industries — steel, petrochemicals and metals — are gone with the prime of those industries themselves.

And a few observers say that the attitude of some high-tech management toward control of individual corporate rights is different, that there is something of a new breed emerging.

Ministries Vie for Telecommunications Control

TOKYO — When the Japanese government called on two ministries to help draft new legislation last year to liberalize the country's Value Added Network (VAN) rules, the result was unexpected.

For a month the two sides, the Ministry of Posts and Telecommunications and the Ministry of International Trade and Industry, were deadlocked over the question of how far to go in allowing foreign firms to enter the market for VAN, a system of electronic mail that is especially used among companies that do not have computer compatibility.

The Ministry of Posts wanted severe restrictions on foreign participation in Japanese VANs, while the Trade Ministry insisted that there should be no limits on overseas capital.

The issue was resolved when senior politicians of the ruling Liberal Democratic Party mediated, and ruled largely in the Trade Ministry's favor, although allowing the Posts Ministry to retain significant controls.

But in fact, the squabble had been about far more than the entry of foreign capital. According to observers, the Trade Ministry argued for a deregulated system mainly because of its strong desire to deny more power to the Posts Ministry.

And behind this loomed an even larger issue: which ministry will gain long-term control of the crucial electronics and telecommunications industries in Japan.

Further controversy has arisen over the planned privatization this year of the Nippon Telegraph and Telephone Public Corp., oper-

ator of Japan's domestic telephone services. Details are still not final, but the Posts Ministry will exercise authority over the issuance of shares. It has proposed the establishment of a special corporation that would receive one-third of the Nippon Telegraph shares and would use the dividends to support the development of basic telecommunications technology.

Which of the two ministries will predominate is still far from clear. Will the Ministry of Posts and Telecommunications become the new Ministry of International Trade and Industry, protectionist and powerful? Many people believe that the Trade Ministry could end up taking over some of the functions of the Posts Ministry.

— MARTIN ROTH

A Nation's Minorities: A 'Nonexistent' Social Problem That Refuses to Go Away

By Peter McGill

TOKYO — Japanese pride themselves on having a "homogeneous" race, culture and society. "We're fortunate in not sharing your country's social and racial problems," visitors will often be told. Should the visitor insist that Japan surely has its own minorities, the reply will usually be, "Yes, but they're very small in number."

Since Japan's three main minority groups account for only 2 percent of the 120 million population, such complacency may not be surprising.

Yet this year alone, the central government intends to spend almost 220 billion yen (\$846 million) in aid to just two of these groups and local governments have also set aside billions of yen for this purpose.

The *burakumin*, Japan's largest minority group and the biggest recipients of government aid, officially ceased to exist more than a hundred years ago, when the Meiji government abolished the remnants of the feudal system. At the bottom of this pyramid had been the *eta* ("full of filth") and *hinin* ("nonhuman"), the untouchable classes.

The *eta* worked in "unclean" occupations connected with death, as undertakers, gravediggers, animal slaughterers or leather workers who tanned hides. *Hinin* were largely entertainers, also considered "impure." Marriage by other Japanese with members of these castes was forbidden and they were forced to live in segregated areas, the *buraku* (villages or hamlets), from which the modern name *burakumin* derives. An edict in 1871 officially abolished their inferior status but discrimination, fed by their still taboo status, persists into the 1980s.

Racially identical and physically indistinguishable from other Japanese, the only means for an outsider to determine who is *burakumin* is from his home or birthplace. Japan's system of family registration at local government offices has made it relatively simple for crooks to print lists of *buraku* ghetto areas. Peddled at 30,000 yen a copy, such lists were snapped up in the late 1970s by at least 140 Japanese companies, many of them world-famous names, in order to weed out the *burakumin* from prospective employees. (Big Japanese companies normally investigate the personal background of possible recruits to the lifetime employment they offer, often hiring detective agencies to do the work.)

The buyers of the lists were revealed by the militant *Buraku Liberation League*, and humiliated company presidents were pressured by the league to make big donations to the *burakumin* or, in the case of one major bank, to hold compulsory "human rights" classes after work for the staff. The league since then reports it is continuing to turn up lists and that prejudice against hiring *burakumin* in good jobs is unabated.

Today, the government recognizes 1,162,583 *burakumin* in Japan, but even officials concerned with the problem admit there may be at least 3 million, as many have left the ghettos in an attempt to "pass" as ordinary Japanese and avoid prejudice in marriage and employment. Most of the ghettos are concentrated in the Kansai district of Kyoto-Kobe, in the northern part of Kyushu Island and in parts of Shikoku Island. There are, however, many *buraku* around Tokyo in Nagano, Saitama and Gumma prefectures. Within metropolitan Tokyo, an estimated 400,000

burakumin live in 220 ghettos, clustered around the Sumida river in the north of the city.

Once the site of a crematorium and slaughter houses, Arakawa ward by the Sumida is now the center of Japan's billion-dollar-a-year leather industry, thanks to the *burakumin* retaining their monopoly in this formerly "polluting" trade.

Like the *burakumin* families who control much of Japan's beef industry, this domination of animal trades has international repercussions. While Japanese pay high prices for shoes, leather goods and beef because of such inefficient monopolies and government protection of them, Japan is unwilling (or unable) to agree to open the market to cheaper foreign beef and leather. As Tokyo negotiators explain to irate officials from the United States and Australia, to do so would risk creating unemployment among the *burakumin*, risking a political upheaval.

Government aid for the group this year totals more than 218.5 billion yen. At the Ashihara *buraku* in Osaka where I visited, apartment blocks have replaced the shacks that used to stand on the banks of the river and the *buraku* now has its own clinic, supermarket and social center. What is lacking is the same employment level as the rest of Osaka and the removal of the invisible social barriers that prevent *burakumin* being accepted by the rest of society.

Unemployment in many *buraku* such as Ashihara is up to 20 times the national average and more than twice as many *burakumin* work as day laborers than other Japanese.

The *Ainu*, Japan's other "indigenous" minority, have fared even worse. A separate aboriginal race

that came from Western Asia more than 7,000 years ago, the recognizable hairy *Ainu* were the original inhabitants of Japan but were pushed by successive waves of "Japanese" settlers into the northern island of Hokkaido. The *Ainu* continued their traditional way of life on Hokkaido until the 19th century, when Tokyo embarked on forced settlement of the island by Japanese to ease population pressures on the chief island of Honshu.

Most of the *Ainu* were driven from their lands, many "assimilated" with Japanese by intermarriage or taking inferior work such as joining labor gangs. Looked down on by most Japanese as "primitives," there are now only 24,000 *Ainu* left on Hokkaido. About 40 percent still cling to forestry, fishing and farming and another 30 percent are engaged in construction or mining. Many of the rest are on welfare or make a living from dressing up in traditional costumes and making wood carvings for tourists.

This year, the *Ainu* will receive more than 1.24 billion yen in central government subsidies and another 2.9 billion yen from local governments in Hokkaido.

Koreans are another minority issue for the Tokyo government. Annexed in 1910, Korea was part of the Japanese Empire until defeat in 1945. During World War II, millions of Koreans were brought to Japan as forced labor and today's 660,000 Korean residents (by far the biggest group of noncitizens) are those who remained or their offspring.

Japanese and Koreans have a long and bitter history of distrust and racial enmity, with Koreans particularly mindful of past Japanese persecution and exploitation.

Korean residents, many of whom can only speak Japanese, continue to face discrimination in Japan in employment, housing, education and social contacts.

The nationality issue, and in particular the process of registration for "alien registration cards," has come to be the focus and symbol of what this minority regards as Japanese persecution.

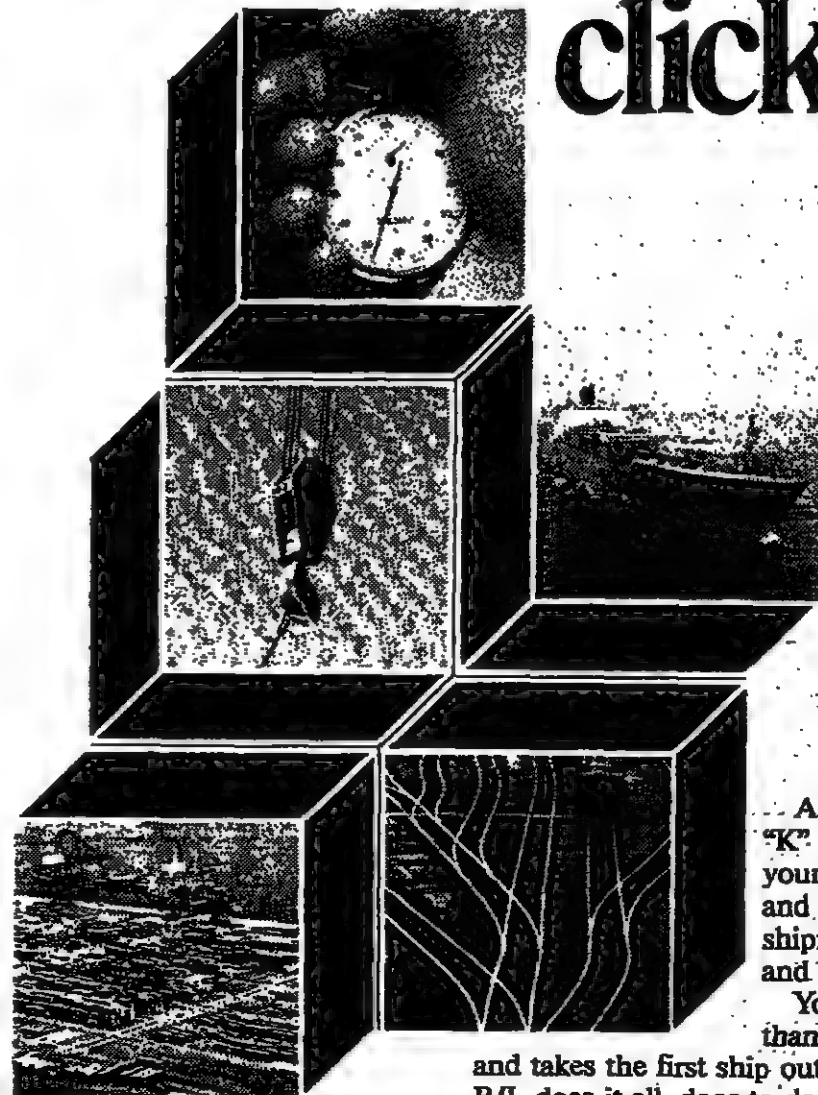
In 1952, Koreans were deprived of their Japanese citizenship and became classed as "alien residents" if they remained in Japan. Until recently, as aliens, they were excluded from many government welfare and assistance plans and still have no civil or voting rights. The alien identity card was especially resented for its requirement that the bearer should be finger-

printed, which otherwise applies only to criminals. In recent years, a number of Korean residents have refused to be fingerprinted and some other foreign residents have joined their ranks in a campaign of civil disobedience.

Koreans in Japan do have the option of seeking "naturalization" as Japanese citizens, but the government requirements for this are

seen as equally humiliating. Applicants must not only offer proof of "assimilation" into Japanese culture (principally, this means an ability to speak Japanese) but must also adopt a Japanese name for official registration. All Koreans were forced by a law in 1940 to use a Japanese name and the practice has racist overtones for Koreans today.

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A SPECIAL REPORT ON JAPAN

More Women Working, but Inequality Remains

By Nobuko Hashimoto

TOKYO — Japan signed a pledge to end discrimination against women during the United Nations decade for women, which ends this year, but actual changes seem slow in coming.

There are some signs of movement: Last November, the cabinet got its first woman minister in 22 years; an equal-opportunity bill has been the focus of attention in the Diet and the media, and waits to be ratified this year; and women workers, who now account for nearly 40 percent of the work force, are an increasingly important part of the economy.

Many women, too, seem to feel that they are better off now. In a government opinion poll last year, 73 percent of the women surveyed said the position of women had improved in the last 10 years. A greater number of women, 41 percent this year against 34 percent in 1979, disagreed with the concept that "a man's duty is to work, and that a woman should stay at home." The number of women who agreed remained about 36 percent, the same as in 1979.

But even with more women joining the work force, studies show that two out of every five women are unhappy with existing work conditions. Their choices are limited, working conditions are poor and there are too few child-care centers.

Society as a whole has ambiguous attitudes to women who have careers outside their homes. Many families and companies expect women to give up their jobs after they get married or when they have their first child, said Kazuko Kawakami, a woman who recently shifted to a temporary job after she got married.

"I got tired of being criticized by my relatives and colleagues that I was a bad wife just because I wasn't always ready with a cooked meal when my husband came home from work," she said.

Many other women are taking part-time jobs because they are the only ones easily available. A woman looking for a

full-time job quickly learns how closed the market is. Many large corporations shut out women graduates from job interviews because they claim that women have little staying power and quit after a few years to get married.

But women point out that many leave their jobs after a few years because they are frustrated with the little challenge they get and because their male colleagues pressure them to leave to get married after they reach 25, the age by which many still believe women should marry. As one 32-year-old woman analyst in a market research firm said, "Until a few years ago, my male colleagues kept pushing me to get married. Now they've given up, but they also call me an old maid."

Those companies that hire women tend to look for beauty rather than brains, a personnel manager of a trading company admitted recently. Expressions such as "office flower" are still commonly used to describe working women.

Once in their jobs, these full-time working women find that they earn much less than their male counterparts. Their starting salaries are almost equal, but the gap widens from there. Women earning their peak salaries (in their middle to late 50s) get about half what men make during their peak salary years (in their middle to late 40s), according to the Labor Ministry.

But the official figures suggest that a growing number of working women are getting even less. About half of the working women, or 12 percent of the labor force, are part-time employees earning low wages with no fringe benefits. Most of them are married women, between the ages of 35 and 49, who are returning to work after their children are old enough to look after themselves, according to a report by the Hakuhodo Institute of Life and Living.

They usually work about six hours a day, five days a week; their average hourly pay is about 561 yen (\$2.16), about 76

percent of what full-time working women make, and about half that of men, a Japanese economic newspaper reported. Since they do not belong to a labor union, the companies do not have to give them the protection or the benefits that full-time workers get. That means no paid holidays, no overtime pay, no welfare benefits, nor even written contracts, meaning that they can be dismissed at short notice.

Companies are turning to these women as a "convenient and inexpensive source of labor," according to a Japanese economic daily report. "In fact, these women are supporting the industries," a labor analyst said.

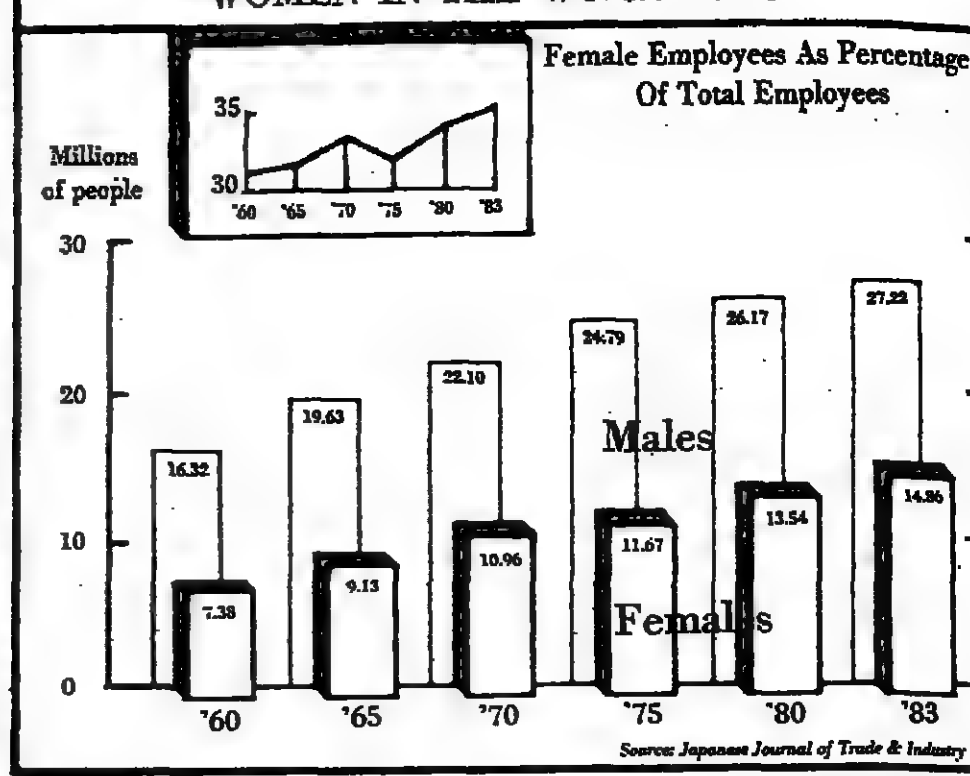
The outlook is that the number of part-time women workers is likely to increase even more with the rapid spread of computerization, and there is some fear the women will put unskilled male workers out of their jobs.

"Since a computer operator's job doesn't require any special skills and can therefore be done by anybody, a company might as well give the job to a part-time woman worker," a social analyst said.

The Hakuhodo report cited two themes that often crop up in conversations among Japanese women, particularly housewives: *jitoku*, or independence, and *higai*, purpose in life. Kei Sahashi, founder of Idea Bank, an all-women research company, said that with more and more women venturing out of their homes this way, the Japanese words, *okusan*, for wife (literally, "a person of the interior") is becoming anachronistic. Instead, she suggested, they should be called *soto-on*, or "a person who is outside."

But not all women want to be *soto-on*, yet. Last year's government survey found that many women are still indifferent to the feminist cause. More than half the women questioned had not heard of the "UN women's decade," while nearly two-thirds did not know that an equal-opportunity bill had been proposed in the Diet.

WOMEN IN THE WORK FORCE



Japan's Welfare System Needs Rebirth for Its Aging Society

By Barbara Slavin

TOKYO — In the next 35 years, Japan will go from having the youngest population in the developed world to having the oldest. This aging of society will test the country's capacity to adapt to new circumstances to stem economic decline and cope with profound social changes.

The demographic turnaround is the byproduct of Japan's success in transforming itself from a largely rural nation of extended families into an urban industrial society of small nuclear families.

The transformation was so swift that basic welfare systems common to advanced Western nations were in place only a decade ago. Yet Japan is already having to alter those systems in an effort to ensure they will still be solvent in the year 2020, when nearly one out of every four Japanese will be over 65.

As in its industrializing phase, Japan is learning from Western experience in organizing its new welfare state. Where the United States, for example, allowed its Social Security pension system to become virtually bankrupt before taking action, the Japanese are trying to look ahead.

"We are reforming our pension system now while it still has more than 40 trillion yen [\$173 billion] in

the fund," said Takehiko Yamaguchi, director of the pension section in the Ministry of Health and Welfare.

Legislation pending in the upper house of the Diet would unify the administration and financing of major pension programs, extend basic benefits to the entire aged population and limit their levels to the current 68 percent of average monthly income, excluding bonuses. Such a freeze would keep the pension payroll tax, currently 10.6 percent (split by employer and employee), from rising beyond 28.9 percent in the year 2025, when pension payouts will be at their peak.

"That is about the same level of contribution as West Germany at present," said Mr. Yamaguchi. Without the reform, he said, the payroll tax could rise to 38.8 percent. "We think this is beyond the capacity of workers and employers, and the system would collapse."

The central government subsidizes between 20 and 30 percent of pension benefits. It picks up 30 percent of overall medical costs and 80 percent of the bill for caring for the aged. Health and Welfare Ministry officials say that facilities for the elderly are already insufficient and will be more strained in the future, when there will be more old people and fewer of them will

be taken care of by their children. While nearly 70 percent of Japanese over 65 now live with the children, that percentage is expected to drop to 50 percent by the year 2000.

"By the turn of the century, we will need 1,748 more facilities for the aged," said Soji Tanaka, administrative gerontology with the ministry. "By the year 2030, we will need 4,496 more. It is impossible to meet these goals." The solution, he said, is for local and individuals to make a big contribution.

Society's investment in welfare, therefore, must rise, whether through higher fees or increased government subsidies funded by taxes. Naohiro Yashiro, of the government's Economic Planning Agency, argues that Japan's comparatively high savings rate of 20 to 25 percent must be brought down. The high savings that fuel Japan's economic growth in the past, he writes, was not so much a function of Japanese frugality as the low tax burden.

A positive effect of scarcer savings would be a further liberalization of Japan's stodgy financial system, as banks and brokers scrambled to devise more investment opportunities at higher interest rates. Foreign financial institutions are hoping that such a change would increase their Japanese business and give them a crack at building burgeoning pension funds.

The most profound social change attending the aging society goes to the soul of Japan's economic success: the work ethic and company loyalty resulting from "lifetime" employment. The rapid increase in life expectancy has already made that term a misnomer.

Under government and labor union pressure, most companies are raising the retirement age to 60. But they are doing so at the expense of the seniority system, which is gone hand-in-hand with lifetime employment. Many are freezing cutting the wages of their over-employees, making them take leave or jobs or reducing or eliminating lump-sum retirement benefits.

"We Japanese have come to expect our companies to take care of us," said Mariko Bando, a sociologist and director of international affairs for the Science Council of Japan. "If lifetime employment and promotion are no longer ours by right, then our loyalty and morale will also erode."

Miss Bando foresees declining productivity due to the increasing affluence of society as well as advancing age. Young people raised without any memory of economic hardship, she says, are not as willing to devote themselves to work for their parents and grandparent were.

Social Benefits Leading to a Costly Welfare State

By Nancy Ueki

TOKYO — Although Japan is a long way from becoming a welfare haven along the lines of the "Swedish model," where 69 percent of national income goes to taxes and social programs, economists are worried that the country may be on the way to becoming a costly welfare state.

Many of Japan's welfare programs are based on Western models. The 50-year-old health insurance system was modeled after German laws, and Japan's supplemental income program was in large part designed by U.S. Occupation authorities.

But due to a long tradition of family support for the aged, infirm and disabled, most Japanese are still apt to turn to relatives rather than to the state in times of need. (The high rate of personal savings in Japan — 20 percent of income —

can largely be attributed to people's lack of trust in the government's welfare programs.)

The low proportion of elderly in the population has also kept down the overall cost of welfare programs. As a result, Japanese still pay far less for social insurance programs than their European counterparts. According to the Economic Planning Agency, 10.4 percent of national income in 1982 went to pension and medical expenses, which account for more than 80 percent of all welfare spending in Japan. This compares with 20 percent in Sweden, 28 percent in France and 23 percent in West Germany. Japan's low welfare spending is often cited as one reason for the health and vitality of its economy.

But the Japanese population is aging at the fastest rate in the world; 40 years from now, 22 per-

cent of the population will be 65 years or older, the highest proportion for any nation. "Medical costs for the aged and pension payments will mushroom," said Yoshiaki Taguchi of the Economic Planning Agency.

According to the Health and Welfare Ministry, if the present pension system is continued, higher social security payments to the top-heavy population of retirees will take up 20 percent of national income in 2025, almost five times the present figure.

Critics warn that similar problems will confront the economy if belt-tightening steps are not taken now to reform ambitious welfare programs that were created in the late 1960s and early 1970s, when the economy was booming.

Yet most social programs only provide the bare minimum of aid and cannot be trimmed any further, said Yuichi Nakamura, a professor at the Japan School of Social Work. He pointed out that only 1.2 percent of Japanese receive supplemental income, compared with more than 8 percent in the United States and the Britain.

For a Tokyo family of four, the poverty line is roughly 1.88 million yen (\$7,300) a year, and a breadwinner whose income is below this figure can apply for financial aid to make up the difference. "The standard of compensation is comparable to the United States," Mr. Nakamura said. "It's just that it's hard to get." He does not think this budget can be pared.

Mr. Nakamura foresees rising costs in other areas. Due to a higher divorce rate, the cost of supporting women who head households is increasing rapidly. As women enter the work force in greater numbers, more day-care facilities will need to be built, while spending in other areas, such as for the disabled, must maintain its level, he said.

But the most controversial issue is the reform of the nation's costly pension and health plans.

Aware of forecasts that spending for medical care could triple or quadruple by 2025, legislators have passed politically unpopular bills that force patients to pay higher shares of medical costs. Last autumn, a law went into effect under which salaried workers must pay 10 percent of medical fees, with the provision that this figure eventually rise to 20 percent.

Japan's pension system is the biggest target for reform. "The program is almost too generous," said Takao Komine, an analyst at the Economic Planning Agency. "It must be changed but there's no simple way to do it."

Under the complicated system,

which is comprised of seven different plans, 90 percent of all Japanese are covered by two funds: the Kosei Nenkin (employees' pension) and Kokumin Nenkin (national pension).

Under the former plan, which covers company employees, male contributors who pay into the system for 32 years receive monthly benefits equal to 68 percent of their average monthly income, excluding the semiannual bonuses, an ample figure by international standards. In the latter system, which covers farmers, the self-employed and housewives, the monthly benefit is 84,000 yen (\$324) for a married couple in which both members had been contributing for 25 years.

Even now, the system is already doing out funds at a faster rate than it is taking them in, and it could go bankrupt in 15 years if changes are not made soon.

However, by 2020, when the number of retirees will have grown to six times the present figure, premiums will have to quadruple in order to support pension payments. Moreover, the ratio of young workers supporting pensioners will have shrunk from the present 7-to-1 ratio to 3-to-1, a government official said.

After Retirement: 'Lucky Ones' Find Jobs

TOKYO — "I am one of the lucky ones, so please don't use my name," said the distinguished-looking elderly man in the blue striped suit.

A retired top official at a Tokyo bus company, he said got his new job as a translator with a government office through a friend of his former boss. "The president of the bus company himself was retired from a government agency where he had been a kind of big shot," the retiree said.

Because there is a gap between retirement and the pensionable age of as much as 10 years, 70 percent of Japanese retirees find new jobs for financial reasons, according to the Association for the Development of the Aged, a government and business-supported group.

Eighty percent of retirees between the ages of 55 and 60 get a second job, often at the same company or a subsidiary, with the assistance of their first employer, the association says. Another 10 percent find jobs through other means. The remaining 10 percent are unemployed. After age 60, according to the association, only 60 percent of the labor force is working.

Labor Ministry officials say the unemployment rate among the elderly is only 2.7 percent. Agencies promoting employment of the aged say the figure does not take into account many senior citizens who would like to work but have given up because they can find no suitable jobs.

The only organizations providing jobs for the elderly among the general public are the so-called Corporations for the Aged. Founded in Tokyo 10 years ago, there are now more than 200 of these organizations, nicknamed "Silver Talent Centers," employing 100,000 people nationwide.

Tokyo has fifty-four centers, with 34,000 "members," or 2.3 percent of the population over 60, according to Saburo Morita, director of the Tokyo Foundation for the Promotion of Corporations for the Aged.

The centers, which are nonprofit, provide a variety of part-time work, much of it mental and some of it beyond the physical abilities of most elderly people. There is a smattering of jobs for janitors and night watchmen, for example. The centers provide training in crafts such as house painting and gardening, Mr. Morita said, and also try to convince older people to change their attitudes to become more receptive to doing work that may be "beneath" what they did in their professional careers. Members earn on average \$200 a month.

Torazo Nakamura, 73, one of the 600 members of the Silver Center in Tokyo's Minato Ward, began working when he was 11. It was difficult to give up his job as a master tailor six years ago, because of declining business, but "I realized I shouldn't stick to my pride," he said.

A former patron told him about the Silver Center. His first job was at a company that cleans and repairs appliances for foreign residents. Then he learned gardening. In off-season, he does simple piecework at the center, such as gluing together booklets for a watch company.

Mr. Morita estimates that the potential pool for Silver Center workers is at least three times bigger than the membership. He concedes the centers have shortcomings but calls them, "a kind of experiment for the future. We have to prepare a whole menu for the aged to play some role in society, so they can feel life is worth living."

—BARBARA SLAVIN



An elderly woman selling newspapers in Tokyo.

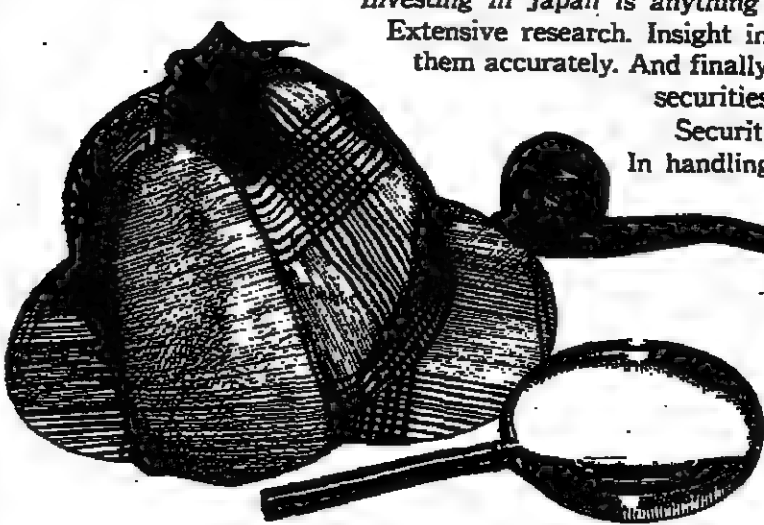
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Herald Tribune BUSINESS/FINANCE

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Prices Index

Index	Value	Change
NYSE	2,318.12	+15.12
NYSE Comp	2,318.12	+15.12
NYSE Ind	2,318.12	+15.12
NYSE Mid	2,318.12	+15.12
NYSE Small	2,318.12	+15.12
NYSE 100	2,318.12	+15.12
NYSE 200	2,318.12	+15.12
NYSE 300	2,318.12	+15.12
NYSE 400	2,318.12	+15.12
NYSE 500	2,318.12	+15.12

WEDNESDAY, MARCH 20, 1985

INTERNATIONAL MANAGER

Consultants Soften Shock or Dismissed Executives

By SHERRY BUCHANAN
International Herald Tribune

PARIS — It is increasingly fashionable for guilt-ridden companies to provide dismissed or laid-off senior executives with an alternative to legal action. Many companies in Great Britain are paying "outplacement" consultants to locate senior executives whom they have to get rid of.

Outplacement services are a bit like halfway houses. They are to help often traumatized senior executives readapt to the world of job-hunting. They can act as psychiatrists as well as counselors.

From a company's point of view, if you're talking to an outplacement firm you are not talking to your lawyer," says Hynde, group manager-director of Pauline Hyde Associates Ltd., a London-based outplacement firm.

One of the outplacement companies said that they act as "executives' giving the executive a new employer for a time to help him or her get back into the work force."

Senior-level dismissals usually are due to either cutbacks, changes in top management, personality clashes or the never-ending feeling that an executive is just too old.

According to a recent survey done by Market Opinion Research International, a leading British pollster, 55 percent of the top 500 British companies used outplacement services.

Companies include Dalgely PLC, the agricultural services firm; Metal Box PLC, the packaging company; Imperial Chemical Industries Ltd.; British Airways; and European subsidiaries of Procter & Gamble Co., I.T.T. Corp. and Johnson Wax Co.

Companies often wouldn't admit it but it's a sop to our conscience," says Michael Donnan, personnel-services adviser to the Dalgely group. "We don't have the time or energy to do this steps us worrying."

OME companies offer the service to all executives above a certain salary level, others reserve the prerogative to choose executives worthy of the extra cost after the dismissal. In other cases, the executive negotiates the inclusion of an outplacement service as part of the severance pay.

Corporate generosity, however, doesn't come easily. Outplacement companies charge a fixed 15 percent of the executive's base salary, regardless of how long it takes to relocate an executive. "I don't think the money is well spent," Mr. Donnan says. "It's to justify that cost if the outplacement service is able to get the executives in 5 months. Yet I can't think of a better way of helping an individual at a lower cost."

Some outplacement services provide office space and secretarial services for writing resumes and letters.

Support services are very important," says one executive who said his company to pay for an outplacement service after he was laid off when his division was closed. "From one minute to the next, a senior man with an office, telephone and secretaries goes out of that."

Consultants teach executives used to interviewing others how to interview themselves. They help work out the direction an executive wants to take, then follow up until the executive is another full-time or part-time job or becomes self-employed.

"I wanted to take a look at myself and sort out my objectives," another executive who was dismissed.

While the first meeting, outplacement consultants often have to soothe the executive's anger and anxiety. One company suggests a consultant be present in an adjoining room so that the executive can be ushered in for a soothing session after hearing bad news.

If the company anticipates fireworks, we are right there to help," says one outplacement consultant.

(Continued on Page 21, Col. 4)

U.S. Aid Sought For Ohio

69 Thrift Units Remain Closed

United Press International

COLUMBUS, Ohio — Governor Richard F. Celeste went to Washington Tuesday to seek help in solving his state's savings and loan crisis. He said he was confident that the Ohio legislature would resolve its differences and approve a recovery measure.

The savings institutions were closed for a fifth day Tuesday after the General Assembly had become bogged down in partisan politics and was unable to come up with a bill to save the 69 closed state-chartered savings and loan associations.

An aide to Mr. Celeste said that the governor was to meet in Washington with Ohio's congressional delegation and with officials of the Federal Home Loan Bank Board in an effort to expedite the applications for federal insurance for Ohio's beleaguered savings and loans.

Two different relief plans, one of them endorsed by the governor and the other by the House, were rejected by the state Senate early Tuesday.

Republicans said one plan would put 30 of the closed savings and loans out of business.

One of the plans called for all closed institutions now privately insured to apply for coverage by the Federal Savings and Loan Insurance Corp. before being allowed to reopen.

Mr. Celeste closed the 70 state-chartered but privately insured savings and loans Friday and extended the order indefinitely Monday after a "run" by customers drained about \$60 million from the Ohio Deposit Guaranty Fund, a private insurance fund supporting the institutions.

It was the largest closing of savings institutions since President Franklin D. Roosevelt closed banks in 1933 in the depths of the Great Depression.

The "run" was caused by the closing 10 days ago of Home State Savings Bank of Cincinnati after it was disclosed that it may have lost \$100 million in the collapse of ESM Government Securities Inc. of Fort Lauderdale, Florida.

About 125 federally insured institutions remain open. And one of the 70 closed institutions, Columbus Savings & Loan Co. of Cincinnati, opened Monday as a member of the Federal Savings and Loan Insurance Corp.



Beijing residents carry newly purchased television sets made by Japanese companies.

Japanese Traders Flocking to China

By Susan Chira
New York Times Service

TOKYO — For centuries, China's size and population have beckoned to traders. Textile makers in 19th-century England dreamed of making their fortunes by supplying every Chinese with just one shirt, and American merchants dazzled by similar visions helped force China's door open.

Now Japan has heeded the call. In the 20th century, the dreams are of color televisions and refrigerators, but the basic idea has changed very little. If there are 230 million households in China, the Japanese see a market for 230 million color-television sets and by the end of this year, that still leaves 95 percent of the market unsupplied.

Encouraged by the Chinese government's new trade policies and blocked by protectionist policies in Europe and threats of protectionism in the United States, Japanese companies are flocking to China in pursuit of its huge, and historically elusive, market.

Between 1983 and 1984, trade between the two countries increased 32 percent, to a total of \$13 billion. Japan now is China's largest trading partner, according to the Chinese Embassy in Tokyo. The number of joint ventures also increased, from 12 in 1983 to nearly 50 last year.

Japanese exports to China soared 47 percent, with individual companies' exports increasing dramatically.

And while this year's increases may not be as large, trade continues apace, with new agreements announced almost every day. The Ministry of International Trade and Industry is projecting at least a 10-percent growth in overall exports and imports from 1984 to 1985.

"China's leaders are always talking about their one billion population," said Koichi Yamamura, who oversees China trade as the head of MITI's North Asia bureau. "Now these one billion people have the money to buy products."

Market researchers at Hitachi, one of the largest Japanese firms, said that.

(Continued on Page 19, Col. 3)

Housing Starts Skidded 11% Last Month in U.S.

By Martin Cutsinger
The Associated Press

WASHINGTON — U.S. housing starts, hurt by a steep drop in apartment building, fell 11 percent in February, the sharpest decline in almost a year, the government reported Tuesday.

Analysts, however, discounted the downturn, saying that the big drop in apartment building for lower-end, even sharper, increase the month before. They said this category was often volatile and predicted that the housing industry would have another good year.

The Commerce Department said construction of new homes dropped to a seasonally adjusted annual rate of 1.64 million units last month, down from a rate of 1.84 million units in January.

The decline is the sharpest since housing starts fell 23 percent last March. However, construction of single-family homes rose 5.3 percent during the month.

That gain was offset by a 36.7-percent drop in construction of apartment developments with five or more units. Construction of apartment projects with two to four units fell 12.4 percent.

Large apartment units had shown an increase of 68 percent in January and analysts said the February decline was to be expected.

Michael Sumichrath, chief economist for the National Association of Home Builders, said that mortgage rates, which have increased

slightly in the last four weeks, are dampening construction activity.

He said his survey of builders' expectations of future sales turned down sharply in March. But he said he was expecting housing starts to reach 1.6 million units this year, down from last year's 1.75 million, but still a healthy level.

Commerce Secretary Malcolm Baldrige was more optimistic, predicting that housing construction would climb to 1.8 million units this year. Mr. Baldrige said that housing activity had picked up in the last two months, at an annual rate 8.9 percent above the level in the last quarter of 1984.

Analysts have noted modest increases in mortgage rates in recent weeks following an announcement

by the Federal Reserve Board that it had halted its efforts to push interest rates lower in an effort to rekindle economic activity.

Mortgage rates had been declining for seven consecutive months, hitting a low of 13.47 percent, on average, for 30-year, fixed-rate loans, in early February before they began heading a bit higher.

Tuesday's report said the biggest drop in activity occurred in the Midwest, where housing starts fell 36.1 percent to an annual rate of 177,000 units. This was the lowest annual rate since December 1982.

Housing activity was down 11.1 percent in the South to a rate of 740,000 units and off 9 percent in the West, to a rate of 456,000 units.

In Tokyo, the dollar fell to 259.50 Japanese yen from 260.35 yen Monday. In London, the pound jumped to \$1.1365 from \$1.1065 Monday.

The pound's rise came as the chancellor of the exchequer, Nigel Lawson, announced his conservative budget for next year to Parliament. But dealers said this did not have as much impact on the pound's performance as the Ohio S&L crisis, the huge U.S. trade deficit for 1984, reported Monday, and the possible effect of the Gulf war on oil prices.

"The pound was strong, but really the budget has made little impact," said a dealer for Chase Manhattan Bank.

(AP, UPI)

Currency Rates

Local interbank rates on March 19, excluding fees.

Local findings for Amsterdam, Brussels, Frankfurt, Milan, Paris, New York rates of

	U.S.	West Germany	France	Italy	Japan	Switzerland	Canada	Spain	U.K.	Yen
Amsterdam	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Brussels	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Frankfurt	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Milan	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Paris	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
New York	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318

Dollar Values

	U.S.	West Germany	France	Italy	Japan	Switzerland	Canada	Spain	U.K.	Yen
Amsterdam	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Brussels	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Frankfurt	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Milan	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
Paris	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318
New York	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318	2.318

Source: Reuters. Dollar values are given in U.S. dollars per unit of foreign currency. (a) Amounts needed to buy one dollar. (b) Amounts needed to buy one unit of foreign currency. (c) Amounts needed to buy one unit of foreign currency. (d) Amounts needed to buy one unit of foreign currency. (e) Amounts needed to buy one unit of foreign currency. (f) Amounts needed to buy one unit of foreign currency. (g) Amounts needed to buy one unit of foreign currency. (h) Amounts needed to buy one unit of foreign currency. (i) Amounts needed to buy one unit of foreign currency. (j) Amounts needed to buy one unit of foreign currency. (k) Amounts needed to buy one unit of foreign currency. (l) Amounts needed to buy one unit of foreign currency. (m) Amounts needed to buy one unit of foreign currency. (n) Amounts needed to buy one unit of foreign currency. (o) Amounts needed to buy one unit of foreign currency. (p) Amounts needed to buy one unit of foreign currency. 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BUSINESS ROUNDUP

Arab Banking Acquires 5% Stake in SHK Bank

Reuters
 Arab Banking, which already has extensive assets in Europe, said Tuesday it has acquired a 5% stake in the Hong Kong's Sun Kai Bank in a transaction valued at \$60 million (Hong Kong dollar \$46 million).

Arab Banking's president and executive, Abdullahi Saadi, said acquisition was part of ABC's strategy to diversify its assets and to enter areas of the world in which it did not already have a presence.

ABC acquired a 70% stake in Spain's Banco Arab, it also holds 93.5% in subsidiaries based in Kuwait and Monaco. Arab Banking is jointly owned by the governments of Kuwait, Libya and Oman.

ABC said it is part of the deal and property empire built up by a Hong Kong entrepreneur, Fung King Hey, Mr. who came to Hong Kong as a

refugee after the Communist takeover of China in 1949, built a huge empire in the colony's boom of the 1960s and 1970s, but ran into problems as property values there slumped in recent years.

William Arthur, Sun Hong's chief executive, said the sale to ABC is part of the company's overall plan to reorganize and concentrate in merchant banking, securities brokerage, China trade and financial services. SHK sold its 20% stake in HK-TVB Ltd. for some \$480 million dollars earlier this month.

SHK will suffer an extraordinary loss of 186 million dollars from the bank sale, but will be offset by an extraordinary gain of 230 million dollars from the HK-TVB deal, Mr. Arthur said.

Analysts said SHK's cash flow stands to improve substantially as a result of the net gain.

German Firms' Return Abroad Is 2%

The Associated Press
 FRANKFURT — West German companies' return on direct investment abroad in 1984 was about 1.8 billion Deutsche marks (\$329 million), a modest 2 percent, the Bundesbank said in its March report Tuesday.

Such remittances as payments for patents and licenses, which brought about 1.5 billion DM of inflows in the previous year, were not included, possibly depressing the figures.

"Shifting regular profit payments into receipts for deliveries can also occur," the report said, "as a result of price agreements in goods and services, business between the domestic and the foreign branches of one group of companies." It noted, however, that currency regulations

IBM in Accord On Rollout Unit

The Associated Press

NEW YORK — International Business Machines Corp. said it has a conditional agreement to sell the military computer business of its Rolm Corp. unit to the justice of the unit's employees.

The Department cleared IBM's \$12.6-billion takeover of Rolm on the condition that it divest the unit, called Mil-Spec.

"We have a conditional agreement that says if we don't receive a bid for Mil-Spec in excess of \$97 million that our preference is to sell to the employees," an IBM spokesman, Peter Kuhn, said.

The spokesman said Data General Corp. and other unidentified parties also have expressed interest in Mil-Spec.

The government gave IBM until May 19 to divest itself of the subsidiary.

Arco Moves to Construct Anti-Takeover Defense

By Nancy Yoshihara
Los Angeles Times Service

LOS ANGELES — Atlantic Richfield Co. is asking shareholders to approve proposals to block unwelcome takeover attempts and to change the company's state of incorporation to Delaware from Pennsylvania.

In a proxy statement mailed Monday notifying shareholders of an annual meeting scheduled for May 7, Arco said its board has unanimously recommended that the proposals be approved.

One measure is designed to protect Arco from "greenmailers" — individuals who quietly accumulate a substantial stock interest as a prelude to a takeover, restructuring or sale of all or part of a company.

Typically, the stock buyer is not interested in actually acquiring the company but threatens to do so to force management to repurchase the stock at a substantial premium over market value.

The proposal would require the approval of two-thirds of Arco's shareholders if the company planned to purchase directly or indirectly any of its voting stock owned by a person or group holding more than 3 percent of a class of voting stock for less than two

years. Such approval, however, would not be required if Arco bought such stock at or below fair market value or as part of a company tender offer or exchange offer.

Generally, the change is designed to deter a proxy contest or removal of the incumbent board and is intended to encourage those interested in acquiring the company to negotiate with the company.

The reincorporation to Delaware would:

- Eliminate cumulative voting for holders of common stock in the election of directors. Cumulative voting, under which a shareholder's votes are multiplied by the number of directors to be elected, makes it easier to secure a board seat.

- Eliminate the right of shareholders to call a special stockholders meeting and propose amendments to the certificate of incorporation.

- Eliminate action by shareholders without a meeting.
- Continue to classify directors into three classes. However, the change to Delaware would require a two-thirds vote to remove directors, unlike Pennsylvania law which permits removal by an absolute majority of votes.

BL Reports Loss In 1984 Swelled To \$80.6 Million

Reuters

LONDON — BL PLC, Britain's state-controlled automaker, said Tuesday that its pretax loss for 1984 widened to £73.3 million (about \$80.6 million) from £67.1 million in 1983. The company said the widening results reflected highly competitive conditions in virtually all its markets and labor disputes at the Austin Rover car division.

The company said it had a 1984 group operating loss of £11.7 million, compared with a £4.1-million operating profit in 1983.

Excluding the contribution from Jaguar PLC, the former luxury-car unit that was recently sold, the 1984 operating loss would have been £64 million. That is compared with an operating loss of £51 million in 1983.

Largely because of the Jaguar contribution, BL said, its car division made an operating profit of £40 million, down sharply from £73 million in 1983. The company said its Unipart component subsidiary also was profitable.

COMPANY NOTES

Barratt Developments PLC said first-half pretax profit plunged to £4.07 million (about \$4.47 million) from £19.06 million a year earlier despite a 5 percent rise in sales to £272.80 million from £259.37 million. The company said a decline in British housing activity, which started last July, appears to have been arrested.

Bestrice Cos. said it has formed a joint venture with a Chinese corporation, China International Trust & Investment Corp., to develop consumer goods for domestic use in China and to find export markets for Chinese products.

S&W Berford PLC said pretax profit in the fiscal year ended Sept. 30 rose about 42 percent to £80.2 million, from £55.6 million the previous year, as volume increased 32 percent to 25.7 billion, from £4.3 billion. The company said it expects lower earnings in fiscal 1985.

Boeing Co. told shareholders that pressure to reduce the U.S. budget deficit in 1985 could affect some of its military programs but that overall government business continues to grow. Boeing said it expects to deliver 204 jetliners this year, up from 146 last year.

British Telecom PLC is being considered for listing on the Tokyo Stock Exchange, the exchange's president said. He did not elaborate.

Eastman Kodak Co. introduced two mid-volume, plain-paper copiers based on new imaging technology. The copiers, which Kodak said are the result of a previously announced venture with Canon Inc., would be commercially available in the second quarter.

Marathon Oil U.K. Ltd. said a test of an appraisal well in the East Brae area of the North Sea produced a cumulative flow rate of 12,800 barrels a day of light hydrocarbons.

National Can Corp. was notified that Carl C. Icahn, the New York financier, has acquired a 9.1-percent stake in the company. In a filing with the Securities and Exchange Commission, Mr. Icahn said he holds 870,600 National Can shares and is considering making a tender offer for more.

Norsk Hydro AS said it discovered oil in the Tromsøfjord region off Northern Norway, the second oil find in the area. The company said it is too early to give details on the size of the discovery.

Volkswagen said its popular Beetle model will no longer be sold in West Germany after the end of the year. The car, which will continue to be produced in Mexico, Brazil and Nigeria, has not been made in West Germany since January, 1978.

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19 March 1985

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Newcomer to the Media Elite

(Continued from Page 17)

played by Warren E. Buffett, the unassuming chairman of Berkshire Hathaway Inc., an Omaha-based holding company, who has developed a reputation as a shrewd investor in a wide range of companies. He sat in on the critical bargaining sessions, as a financial adviser to Mr. Murphy. He also agreed to buy an 18-percent stake in Capital Cities, once the merger takes place, for about \$517 million, money that will help Capital Cities buy ABC.

Mr. Buffett, over the years, has made investments in fabrics, clothing stores, advertising agencies, publishing and insurance.

Some analysts began speculating about a merger of ABC and Capital Cities last summer, after rumors that the two companies had talked, but were surprised by the speed of the deal announced Monday.

"I believe that Leonard Goldenstone, ABC's chief executive, approached Tom Murphy because there was takeover talk that wouldn't die," said Susan Watson,

creating its annual production capacity from 300,000 units to 700,000 units by June 1986.

Among the developments in the last two weeks, Victor Co. of Japan announced that it would provide technological assistance and parts to several Chinese color-television assembly plants; a Canon Inc. joint-venture copier assembly plant began production; Toshiba Corp. won a contract to equip a fluorescent lamp plant, and Kawasaki Steel Corp. became the last major Japanese steelmaker to plan an office in Beijing.

In addition to direct investments, Japanese trading and securities companies are acting as middlemen in vigorously promoting trade with China. Mitsubishi Corp., a leading trading company, estimates that it has a 10-percent share of all trading transactions between the two countries.

Nomura Securities Co. has been conducting a series of seminars around the world to encourage investments in China. Two seminars held in Japan last year drew more than 2,000 Japanese businessmen. Nomura has been an extremely active supporter of China business. It has sent many of its top managers to China, and has entertained Chinese officials lavishly here. It has accepted more than 50 Chinese as trainees in international finance,

stock analysis, and several other areas.

Its persistence has paid off. Last year, Nomura acted as lead manager for China's first publicly offered bond, a \$100-million, 10-year, 10-percent bond, offered by the Bank of China. Nomura itself has invested \$37 million in a hotel in Shanghai.

China's recent aggressive promotion of foreign trade has prompted the surge in Japanese investment, said Mr. Yamamura of MITI. Many Japanese companies grew disenchanted after the Chinese canceled production contracts in 1980 and 1981.

But in the past two years, in addition to establishing special trade zones throughout the country, the Chinese government has taken steps to increase legal protections for foreign companies abroad.

Gold Options (prices in \$/oz.)

Gold Options (prices in \$/oz.)			
Month	May	Aug.	Nov.
90	200.25-50	200.25-50	—
91	13.25-14.75	21.75-23.25	29.50-31.00
92	8.00-9.50	16.50-18.00	24.25-25.75
93	4.25-5.75	12.00-13.50	19.25-20.75
94	2.00-3.50	8.50-10.00	15.50-17.00
95	—	6.00-7.50	12.00-13.50

Tables include the nationwide prices as to the closing on Wall Street and do not reflect late trades elsewhere.

Stock	Div.	Yld.	PE	Sts.	High	Low	Clos.
Low				100s			Quo

[illegible]**NASDAQ National Market Prices**[illegible]

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geria Cuts ght-Crude ice by \$1

Algiers—Algeria has decided to cut the price of its Saharan blend crude oil by \$1 a barrel, from \$29.50, effective Wednesday, according to Agip SpA, an Italian state oil company, said a spokesman.

The move follows a declaration by Algeria after the last conference of the Organization of Petroleum Exporting Countries in January that it would not adhere to the decision to cut crude differentials by cutting crude prices, but would gauge market conditions, and Iran also dissociated itself from the conference decision.

Open traders said the Algerian move brought Algeria into line with the price agreement reached by OPEC members at the Jan. 11 conference in Geneva.

Algeria's decision is likely to have only a limited impact on world crude oil markets, industry sources said.

At \$29.50, one of the lowest prices in the world, Algerian oil is sold for delivery in the Mediterranean at \$28.30 a barrel Tuesday.

While in Geneva, Indonesian minister, Subroto, said that Britain's decision to state-owned oil trading would have no short-term impact on the international oil market.

BUSINESS PEOPLE BNP International Division Is Divided Into Six Sections

By Lynne Curry
International Herald Tribune

LONDON—Banque Nationale de Paris has restructured its international division into six sections, Emmanuel Philippson, senior vice president, will head the division in Paris. The other appointments involved in the reorganization are:

Guy Hamon, executive vice president, to be responsible for Europe, Asia, the United States and the Pacific Basin.

Jean-Louis Hantouche, executive vice president, to be responsible for Central and North Africa, Middle East and French overseas territories.

Mr. Hantouche is also in charge of the BNP's commodity finance operations.

Gerard Frache, executive vice president, to be responsible for international finance operations, investment advisory service and international corporate finance and supervision of foreign subsidiaries specializing in these activities.

Jean-Pierre Lefoulon, executive vice president, to be responsible for external trade and export finance.

Jean-Pierre Lefoulon, executive vice president, to be responsible for international risk management, treasury and foreign exchange.

Alain Briffod, executive vice president, to be responsible for staff, administration and organization, international division.

All of the above executives will stay in Paris.

N.V. Bekasert F.A., the Belgian wire-and-steel-cord maker, has appointed Jean Charles Velge chairman. He will stay in Kortrijk, Belgium, where he is currently the company's president and chief executive. He begins his new job in May, when he succeeds Baron Antoine Bekasert, who will become honorary chairman and who will remain a member of the board. Karl Vinck will replace Mr. Velge as Bekasert's chief executive.

Libra Bank PLC, the London-based merchant bank, has appointed Peter Belmont managing director. Mr. Belmont will remain in London, where he was previously the bank's general manager. He succeeds Thomas Gaffney, who is returning to Chase Manhattan in London after 13 years' secondment to Libra Bank. Libra Bank has also appointed Frederic Z. Haller executive director in London.

Houssaini Barakat SA has appointed Patrick Debeck director of legal services. He will remain in Brussels, where he succeeds Richard Boney, who is moving to J.E. Hould's headquarters in Minneapolis as assistant general counsel.

British Petroleum Co. has appointed John Saint chief executive of BP Petroleum Development (Northwest Europe) and director of BP Exploration Co. Ltd. He will stay in London, where he will replace Peter Lane, who retires in June. John Saint has also been named general manager of BP Petroleum Development's Indonesian branch. Mr. Saint will move to Jakarta, where he will succeed George Wood, who has been appointed to the company's branch in Guangzhou, China.

Managers Try Consultants

(Continued from Page 17)

prevent the blood from spilling on the carpet," says Ted Simpson of Sanders & Sydney Personnel Ltd., a London-based outplacement company.

Even when the parting is amicable and an executive doesn't feel that the company was unfair, the experience can be difficult.

"It was a shock," says one senior executive who moved from his own business to a large company and was laid off at 51 after only a few years on the job. "I had expected this to be my final career move. Going to an outplacement service helped."

Unlike legal action that can be expensive for the executive, outplacement is paid for by the company. "In Great Britain, lawyers don't work on the basis of a percentage of the take," says Jack Barnes, director of Minister Executive Ltd., a London-based company that he started after he lost his job at age 54 following the acquisition in 1974 of William Cory & Son Ltd. by Ocean Transport & Trading PLC, an international shipping firm. "If you're laid off, you're laid off."

In the United States, lawyers usually charge 33 percent of any settlement or damages.

Not unexpectedly, most outplacement services advise against suing the company.

Some outplacement consultants will contact potential employers on the executive's behalf. Others believe that the executive is better off conducting his own job campaign and that any direct involvement by the outplacement company could prejudice a successful job hunt.

INTERNATIONAL CLASSIFIED

(Continued From Back Page)

EMPLOYMENT	AUTO SHIPPING	AUTOS TAX FREE	LEGAL SERVICES	YOUNG ELEGANT LADY
GENERAL POSITIONS WANTED ENGLISH/ITALIAN position public relations available in Milan. Salary 225,000.00. Write to: Herald Tribune, Box 200, Torre 5, 5. Police Segrate 20027 Italy. YOUNG GERMAN ACTRESS, highly educated looking for an interesting post. London 245-0080.	WORLDWIDE Car shipping & removal. All types immediately. Write to: DOIT/PA, we can arrange shipping and importation in USA. TRANSCAR 2000. In: New York, 2516. Paris: Tel. 200.03.04. Note: 93.92.32. Austria: 233.99.85. Canada: 39.43.44. Tel. 224.44.25. Fax: 224.44.25.	MERCEDES FOR USA Now, all types immediately. Write to: DOIT/PA, we can arrange shipping and importation in USA. MERCEDES RIGHTHAND DRIVE. Brand new, immediately available. 190 E, 190, 200, 230, 300 D, 300 CE, 300 S. RUNGE AUTOMOBILE EXPORTS. Since 1970, 8998 Lindendrive, W. Germany. Tel. 09381/3326, 31.54145.	U.S. IMMIGRATION Guaranteed service. Licensed U.S. attorney with offices in London, Zurich, Rome, Athens, 22 May 5, 1984. Bangkok, Singapore, Hong Kong, Manila, Taiwan May 11-31. For appointment: E.P. Gallegos, 11620 N.W. 22nd Ave., Suite 200, Fort Lauderdale, FL 33311. Tel. 305-574-0240 U.S.A.	PARIS VIP SOCIETIZED YOUNG Lady companion. Why don't you? 2200-2200 for your day, evening & weekend. An elegant lady, good looks, even for your shopping.
SECRETARIAL POSITIONS AVAILABLE BILINGUAL EXECUTIVE Secretary & personal assistant required for a personal and executive secretary. Knowledge of B.M.P. & English. Working papers if not E.C. regional. Handwritten letters, resumes. Write to: Herald Tribune, Box 200, Torre 5, 5. Police Segrate 20027 Italy.	EXCALIBUR AUTOMOBILES We completely rebuild in America. All types immediately. Write to: DOIT/PA, we can arrange shipping and importation in USA. EXCALIBUR MOTOR CAR. 2000, 190, 200, 230, 300 D, 300 CE, 300 S. RUNGE AUTOMOBILE EXPORTS. Since 1970, 8998 Lindendrive, W. Germany. Tel. 09381/3326, 31.54145.	TAX FREE CARS P.C.T. Largest Showroom & Inventory. All types immediately. Write to: DOIT/PA, we can arrange shipping and importation in USA. TAX FREE CARS. 2000, 190, 200, 230, 300 D, 300 CE, 300 S. RUNGE AUTOMOBILE EXPORTS. Since 1970, 8998 Lindendrive, W. Germany. Tel. 09381/3326, 31.54145.	DOMINICAN DIVORCES Domestic Divorces. 2000, 190, 200, 230, 300 D, 300 CE, 300 S. RUNGE AUTOMOBILE EXPORTS. Since 1970, 8998 Lindendrive, W. Germany. Tel. 09381/3326, 31.54145.	YOUNG ELEGANT LADY Lady companion. Why don't you? 2200-2200 for your day, evening & weekend. An elegant lady, good looks, even for your shopping.
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floating Rate Notes

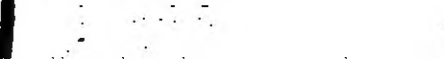
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100			

Non Dollar

Country	Rate	Country	Rate		
100	Canada	99.98	100	Canada	99.98
100	France	99.98	100	France	99.98
100	Germany	99.98	100	Germany	99.98
100	Italy	99.98	100	Italy	99.98
100	Japan	99.98	100	Japan	99.98
100	UK	99.98	100	UK	99.98
100	Spain	99.98	100	Spain	99.98
100	Belgium	99.98	100	Belgium	99.98
100	Netherlands	99.98	100	Netherlands	99.98
100	Sweden	99.98	100	Sweden	99.98
100	Denmark	99.98	100	Denmark	99.98
100	Norway	99.98	100	Norway	99.98
100	Finland	99.98	100	Finland	99.98
100	Portugal	99.98	100	Portugal	99.98
100	Greece	99.98	100	Greece	99.98
100	Turkey	99.98	100	Turkey	99.98
100	Israel	99.98	100	Israel	99.98
100	India	99.98	100	India	99.98
100	China	99.98	100	China	99.98
100	Japan	99.98	100	Japan	99.98
100	South Korea	99.98	100	South Korea	99.98
100	Hong Kong	99.98	100	Hong Kong	99.98
100	Taiwan	99.98	100	Taiwan	99.98
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100	Malaysia	99.98	100	Malaysia	99.98
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100	Indonesia	99.98	100	Indonesia	99.98
100	Brazil	99.98	100	Brazil	99.98
100	Argentina	99.98	100	Argentina	99.98
100	Chile	99.98	100	Chile	99.98
100	Colombia	99.98	100	Colombia	99.98
100	Venezuela	99.98	100	Venezuela	99.98
100	Ecuador	99.98	100	Ecuador	99.98
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100	Belize	99.98	100	Belize	99.98
100	Suriname	99.98	100	Suriname	99.98
100	Guyana	99.98	100	Guyana	99.98

Over-the-Counter

G220 para	99.98	100	Canada	99.98	100	Canada	99.98
G230	99.98	100	France	99.98	100	France	99.98
G240	99.98	100	Germany	99.98	100	Germany	99.98
G250	99.98	100	Italy	99.98	100	Italy	99.98
G260	99.98	100	Japan	99.98	100	Japan	99.98
G270	99.98	100	UK	99.98	100	UK	99.98
G280	99.98	100	Spain	99.98	100	Spain	99.98
G290	99.98	100	Belgium	99.98	100	Belgium	99.98
G300	99.98	100	Netherlands	99.98	100	Netherlands	99.98
G310	99.98	100	Austria	99.98	100	Austria	99.98
G320	99.98	100	Sweden	99.98	100	Sweden	99.98
G330	99.98	100	Denmark	99.98	100	Denmark	99.98
G340	99.98	100	Finland	99.98	100	Finland	99.98
G350	99.98	100	Norway	99.98	100	Norway	99.98
G360	99.98	100	Ireland	99.98	100	Ireland	99.98
G370	99.98	100	Portugal	99.98	100	Portugal	99.98
G380	99.98	100	Greece	99.98	100	Greece	99.98
G390	99.98	100	Turkey	99.98	100	Turkey	99.98
G400	99.98	100	Poland	99.98	100	Poland	99.98
G410	99.98	100	Czech Republic	99.98	100	Czech Republic	99.98
G420	99.98	100	Slovak Republic	99.98	100	Slovak Republic	99.98
G430	99.98	100	Hungary	99.98	100	Hungary	99.98
G440	99.98	100	Slovenia	99.98	100	Slovenia	99.98
G450	99.98	100	Croatia	99.98	100	Croatia	99.98
G460	99.98	100	Serbia	99.98	100	Serbia	99.98
G470	99.98	100	Bosnia and Herzegovina	99.98	100	Bosnia and Herzegovina	99.98
G480	99.98	100	Montenegro	99.98	100	Montenegro	99.98
G490	99.98	100	Albania	99.98	100	Albania	99.98
G500	99.98	100	Moldova	99.98	100	Moldova	99.98
G510	99.98	100	Ukraine	99.98	100	Ukraine	99.98
G520	99.98	100	Belarus	99.98	100	Belarus	99.98
G530	99.98	100	Latvia	99.98	100	Latvia	99.98
G540	99.98	100	Lithuania	99.98	100	Lithuania	99.98
G550	99.98	100	Estonia	99.98	100	Estonia	99.98
G560	99.98	100	Finland	99.98	100	Finland	99.98
G570	99.98	100	Sweden	99.98	100	Sweden	99.98
G580	99.98	100	Denmark	99.98	100	Denmark	99.98
G590	99.98	100	Norway	99.98	100	Norway	99.98
G600	99.98	100	Ireland	99.98	100	Ireland	99.98
G610	99.98	100	Portugal	99.98	100	Portugal	99.98
G620	99.98	100	Greece	99.98	100	Greece	99.98
G630	99.98	100	Turkey	99.98	100	Turkey	99.98
G640	99.98	100	Poland	99.98	100	Poland	99.98
G650	99.98	100	Czech Republic	99.98	100	Czech Republic	99.98
G660	99.98	100	Slovak Republic	99.98	100	Slovak Republic	99.98
G670	99.98	100	Hungary	99.98	100	Hungary	99.98
G680	99.98	100	Slovenia	99.98	100	Slovenia	99.98
G690	99.98	100	Croatia	99.98	100	Croatia	99.98
G700	99.98	100	Serbia	99.98	100	Serbia	99.98
G710	99.98	100	Bosnia and Herzegovina	99.98	100	Bosnia and Herzegovina	99.98
G720	99.98	100	Montenegro	99.98	100	Montenegro	99.98
G730	99.98	100	Albania	99.98	100	Albania	99.98
G740	99.98	100	Moldova	99.98	100	Moldova	99.98
G750	99.98	100	Ukraine	99.98	100	Ukraine	99.98
G760	99.98	100	Belarus	99.98	100	Belarus	99.98
G770	99.98	100	Latvia	99.98	100	Latvia	99.98
G780	99.98	100	Lithuania	99.98	100	Lithuania	99.98
G790	99.98	100	Estonia	99.98	100	Estonia	99.98
G800	99.98	100	Finland	99.98	100	Finland	99.98
G810	99.98	100	Sweden	99.98	100	Sweden	99.98
G820	99.98	100	Denmark	99.98	100	Denmark	99.98
G830	99.98	100	Norway	99.98	100	Norway	99.98
G840	99.98	100	Ireland	99.98	100	Ireland	99.98
G850	99.98	100	Portugal	99.98	100	Portugal	99.98
G860	99.98	100	Greece	99.98	100	Greece	99.98
G870	99.98	100	Turkey	99.98	100	Turkey	99.98
G880	99.98	100	Poland	99.98	100	Poland	99.98
G890	99.98	100	Czech Republic	99.98	100	Czech Republic	99.98
G900	99.98	100	Slovak Republic	99.98	100	Slovak Republic	99.98
G910	99.98	100	Hungary	99.98	100	Hungary	99.98
G920	99.98	100	Slovenia	99.98	100	Slovenia	99.98
G930	99.98	100	Croatia	99.98	100	Croatia	99.98
G940	99.98	100	Serbia	99.98	100	Serbia	99.98
G950	99.98	100	Bosnia and Herzegovina	99.98	100	Bosnia and Herzegovina	99.98
G960	99.98	100	Montenegro	99.98	100	Montenegro	99.98
G970	99.98	100	Albania	99.98	100	Albania	99.98
G980	99.98	100	Moldova	99.98	100	Moldova	99.98
G990	99.98	100	Ukraine	99.98	100	Ukraine	99.98



SPORTS

Roma Looks to Rush Through a Loophole

International Herald Tribune
LONDON — "At Rome all things can be had at a price." Did Juventus, writing a hundred years after the birth of Christ, have vision of how devious, how irreverent, 20th-century Romans might become in pursuit of their goals?

A.S. Roma, fallen from a one-season championship stand and affected by the bitterness of its sabbled Brazilians, Roberto Falcao and Toninho Cerezo, is reportedly looking abroad for new blood. Its covetous eyes are back on Ian Smith, the reigning European "golden boot" who is now restored goal-poaching in his clean, sharp, incessant fashion following knee surgery last fall.

But surely nothing can come of Does memory deceive us, or did the Italian federation rule at a ago that imports would cease in 1986?

But there are ways of circumventing rules. The federation recently reassessed the situation of clubs anticipating promotion from the second

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division this summer. It agreed — "to be fair" — to let promoted teams buy and bring in two foreigners. . . . And although one would never believe it of Roma President Dino Viola (a man already sitting on astronomical club debt), word persists that Roma will put up \$4 million (\$4.4 million) to finance a second-division bid for the Liverpool striker.

Presto, he would then be legally transferred to Roma, allowing Falcao, the faded idol of 1983-84 to return whence he came in Brazil. Ironically, Rush is something of an anti-hero. He can score (as last

week in the English FA Cup) a sublime hat trick and then praise his teammates. He still seems in awe of his more experienced Scottish partner, Kenny Dalglish. And adoration by the milling throng, be it Liverpoolian or Roman, moves him to no considerable oratory. But in soccer terms he scores more often than any contemporary at his level. And that is, well — if not priceless, likely to break the Banca di Roma.

Meanwhile, he might just be needed by Liverpool, which Wednesday night has unfinished business protecting its European Cup against Austria Vienna. Rush blanked during the first leg but typically Liverpool, his side coolly drew.

Along with Liverpool, Juventus (three goals up on Sparta Prague), Dnepropetrovsk (level after the away leg in Bordeaux) and Panathinaikos (after controversially winning by a penalty in Göteborg) are favorites to make the semifinals.

In the Cup Winners' Cup, Roma may fill its house but not sufficiently fill Bayern Munich's goal to offset the West Germans' two-goal advantage. Despite injuries, Everton should qualify comfortably against the Dutchmen from Fortuna Sittard. Moscow Dynamo is a red-hot certainty to eliminate Larissa of Greece, and although Rapid Vienna found ways of coming its way past Celtic in the last round, I doubt it can pull back three goals against Dynamo Dresden.

The UEFA Cup, as ever, is more open. Manchester United overran Videoton in the home leg, but squeezed only a solitary goal — not enough if the Hungarians show appetite enough to become the first Magyar side in the semis in six years. They did so spectacularly in an earlier round, Josef Svaty netting four times in a 5-0 second-leg bombardment that erased Partizan Belgrade's 2-0 advantage.

Dynamo Minsk has a tall order in trying to reverse a 2-0 deficit against Zvezdarnik of Yugoslavia. And Real Madrid, still wobbling despite deservedly outwitting Tottenham to finish a goal up in London, has two more doses of bad news. First the absence (hepitis) of defensive anchor Uri Steadick, and second the resilient away form of Spurs, who last Saturday (thanks to a phenomenal goal-keeping dis-

play by Ray Clemence) won in Liverpool for the first time in 73 years.

Tottenham's previous victory in that stadium had been in the year the Titanic went down. Comparisons are being made to the on-glacial Real Madrid but, on the evidence of the Spaniards' mastery in London, I suspect its troubled ship will float a while longer.

From ship's company to superstars — or back to soccer gods and huge fortunes. West Germany is going through spasms of self-appraisal and self-degradation. Its workbench solidarity is a substitute for lost ardor.

"After the war in Germany," its onetime midfield creator, Reiner Bonhof, has commented, "people realized they all had to work hard together, and this mentality reached soccer, where too much emphasis is put on teamwork and too little on individual talent."

A week ago, Pierre Littbarski, one of the few who might have opposed that trend, was banned for four weeks for persistent fouling. And national boss Franz Beckenbauer, once the epitome of elegance, admitted: "I may be partly to blame — I urged Littbarski to be more aggressive."

For "aggressive" in soccer parlance, read dirty, industrious, angling or just athletic. Anyway, Littbarski's team, Cologne, will play to a packed stadium Wednesday when it attempts to overcome Inter-Milan's slender one-goal lead.

It is his second homecoming in the UEFA competition. Hamburg also sold out when Rummenigge visited with Inter in the previous round, and now 61,188 Cologne fans are paying \$400,000 (and television is clipping in \$65,000), mainly in anticipation of one man's flair.

All eyes will be on him, and one more stroke of Rummenigge genius — one more memory from this former bank clerk — will remind his kinfolk of the precious talent whose price all Italians, not just Romans, are prepared to pay.

VANTAGE POINT/Dave Anderson

Baseball Commissioner Starts a Tightrope Act

New York Times Service

NEW YORK — Into the glitter of the Astor Salon at the Waldorf-Astoria Hotel came Peter Ueberroth, followed by Mickey Mantle and Willie Mays; a war-

den leading two pardoned convicts out of jail and onto the streets. The baseball Hall of Famers didn't need to be handed a few dollars (they had their corporate credit cards), but each wore a new-look suit — gray with a red tie for Mantle, tan with a brown tie for Mays.

"I'm pleased," the commissioner began, "to welcome back to baseball Willie Mays and Mickey Mantle, effective immediately. Each is free to be employed by baseball without restrictions."

In his remarks Monday, Ueberroth carefully avoided criticizing the lifetime sentence that Bowie Kuhn had imposed on Mays in 1979 for signing a 10-year contract as an "assistant to the president" of Ball's Park Place, an Atlantic City, New Jersey, hotel and casino. When Mantle was hired by the Claridge Ho-

tel in 1983 to direct its sports programs, he knew he'd get life too.

In the world according to Kuhn, anyone employed by a casino could not be employed by a baseball team.

"I find no fault with the prior commissioner's ruling," Ueberroth said. "We're just making two exceptions. These two men are more a part of this game than any two living ballplayers. And new guidelines are needed to keep gambling and baseball apart; the whole world of gaming is changing."

The first guideline has been set — doing what Mantle and Mays do has Ueberroth's blessing. But the new commissioner has set a potentially dangerous precedent.

What the Hall of Famers do, they say, is mostly play golf with "customers," a casino euphemism for high rollers. Each contends he does not even know who the clients are, but the casino presumably do not waste the marquee value of Mantle and Mays by pairing them with people who play 25-cent slots. Mantle is paired with Mantle and

Mays to lure other high rollers into the casinos.

But the commissioner didn't appear alarmed. "I don't think," he said, "we can start dictating who you can play golf with."

As licensed New Jersey casino employees, the two are not permitted to gamble in casinos. But that doesn't prevent them from developing relationships with high rollers that someday may embroil baseball.

That, of course, could happen to any former or current baseball player without a casino connection. Denny McLain, for example, faces a 75-year sentence following his recent conviction for racketeering, extortion and cocaine possession.

Asked if McLain's problems related to the Mantle-Mays case, the commissioner said, "I don't know." Asked if the two cases should relate to each other, he said, "I don't think so."

The difference is that McLain broke the law.

Mantle and Mays don't break the law by playing golf with casino customers. But in declaring

that baseball needs stronger gambling guidelines, Ueberroth will be walking a tightrope — not only for players and former players with casino employment, but also for club owners as George Steinbrenner of the New York Yankees and John Galbreath of the Pittsburgh Pirates, who are involved in the thoroughbred-racing industry.

Granted, casino gambling deserves to be set apart from horse racing gambling, as hard porn should be set apart from soft porn. But walking the tightrope will be tricky. While investigating Mantle's case, Ueberroth learned that the Claridge was planning a billboard ad featuring a photo of the former slugger. That billboard, according to the commissioner, will not be displayed.

Is there really a difference between Mantle's face being on a billboard and Mantle himself riding in a golf cart with a high roller?

But in the commissioner's new gambling guidelines, which he expects to announce in the next few weeks, playing golf with customers will apparently be allowed. Billboards shilling won't.

In reinstating Mantle and Mays, both 53, the commissioner surely pleased the baseball public, although neither of the two is likely to return to baseball now.

"I wasn't known for my brains," Mantle said Monday. "I doubt if anybody will call me up and say, 'Come be my manager.'" But the Yankee who hit 536 home runs (one of the last came off McLain, who threw a fat pitch on purpose) seemed delighted at being pardoned. "You don't want to get thrown out of your favorite bar," he said, "much less banned from baseball."

As Ueberroth was about to leave, he walked over to say goodbye to the two pardonees, who asked if he needed them for anything else. "No," the commissioner said, "you guys can do anything you want."

Just don't pose for a casino billboard ad. And don't ignore the commissioner's eventual tightrope act on gambling and baseball.



Willie Mays, left, and Mickey Mantle, flanking Peter Ueberroth Monday in New York.



an Rush, storming past Tottenham goalie Ray Clemence.

Nordiques Tie Canadiens For Top Spot in Division

Compiled by Our Staff From Dispatches

BOSTON — The torrid race in National Hockey League's Adams Division has grown even hotter with a first-place French Connection.

The trio of Peter and Anton Stastny and Michel Goulet scored for five goals and 12 of Quebec's 24 points here Monday night as the Nordiques leaptfrogged over the Canadiens into a first-place Adams Division tie with an 8-4

pounding of Boston. Goulet scored three goals for the winners, and Michel Stastny added a pair.

"It was a very important game," said Peter Stastny, who had a goal and four assists (three of them on the goals by Goulet). "If we had lost Boston could have been close."

NHL FOCUS
to us, and with 10 games left anything could happen." The Nordiques and Montreal are one point ahead of Buffalo, with Boston seven in back of the leaders.

Elsewhere it was Toronto 4, St. Louis 3, while Calgary and Minnesota tied, 4-4.

Quebec led, 3-2, after one period and by 6-3 after two. Goulet scored twice with a manpower advantage and raised his total for the season to 48 goals, including 14 on power plays.

Paquette and Anton Stastny scored before Steve Kasper's fifth short-handed goal of the season out Quebec's lead to 2-1 at 8:30 of the opening period. Goulet and Boston's Charlie Simmer, who scored twice, traded power-play goals before Goulet connected on another power play to make it 4-2 at 3:30 of the second period.

Paquette tallied on a 20-foot backhand midway through the period before the Bruins' Ray Bourque retaliated with a power-play goal, but Goulet got it back when he completed his hat trick on a 25-foot wrist shot from the slot.

"We were hungry. We played a real good disciplined game," said Nordique Coach Michel Bergeron. "We're playing in a tough division, and we're hoping to finish first."

"I knew if we were going to win, we'd have to score at least five goals," said Peter Stastny. "First place is what's most important to us now. We've never won the division before and that's what we're playing for. It is a big advantage to finish first for the playoffs and that's what we want."

"That's what you play hockey for," he continued. "If you win a game, it makes you feel great. If you win a division, better. And if you win the Stanley Cup, that's the best."

"They're an impressive team with Stastny and Goulet operating like that," said Boston coach Harry Sinden. "Peter is really a strong player. You have trouble with a team like Quebec when he plays like he did tonight. He was immense."

There's plenty of time left — Montreal and Quebec each have 10 regular-season games remaining — for the Adams picture to be jumbled even further. "Three weeks from now, I'll be three weeks older," said Sinden. "We all wish we could forecast what will happen then, but we can't."

A sound forecast for Monday's game would have been that Boston goalie Doug Keane would allow fewer than eight goals. In his previous five games — all victories — he had given up just nine. "He wasn't weak in the goal," said Bergeron. "But we had too many 2-on-1's and 3-on-2's."

SCOREBOARD

National Basketball Association Leaders

TEAM OFFENSE			
G	P	PP	PPG
Denver	67	86.6	120.4
Dallas	67	77.5	115.9
San Antonio	66	74.1	115.8
Boston	66	73.6	115.4
Kansas City	66	72.5	114.0
Portland	66	72.3	113.9
Philadelphia	66	72.3	113.4
Dallas	66	72.2	112.7
Houston	67	72.1	112.3
Atlanta	67	72.1	112.2
Chicago	66	72.0	112.2
New York	66	71.8	112.1
Golden State	66	71.8	112.1
Phoenix	66	71.7	112.0
Cleveland	66	71.7	112.0
Indiana	66	71.5	111.2

National Hockey League Leaders

TEAM OFFENSE			
G	P	PP	PPG
Quebec	67	121	184
Edmonton	67	118	184
Montreal	67	117	184
St. Louis	67	116	184
Calgary	67	115	184
Winnipeg	67	114	184
Chicago	67	113	184
Philadelphia	67	112	184
San Jose	67	111	184
Los Angeles	67	110	184
Minnesota	67	109	184
St. Paul	67	108	184
Buffalo	67	107	184
Washington	67	106	184
Colorado	67	105	184
San Diego	67	104	184
Seattle	67	103	184
Vancouver	67	102	184
Calgary	67	101	184
Edmonton	67	100	184
Montreal	67	99	184
St. Louis	67	98	184
Calgary	67	97	184
Winnipeg	67	96	184
Chicago	67	95	184
Philadelphia	67	94	184
San Jose	67	93	184
Los Angeles	67	92	184
Minnesota	67	91	184
St. Paul	67	90	184
Buffalo	67	89	184
Washington	67	88	184
Colorado	67	87	184
San Diego	67	86	184
Seattle	67	85	184
Vancouver	67	84	184
Calgary	67	83	184
Edmonton	67	82	184
Montreal	67	81	184
St. Louis	67	80	184
Calgary	67	79	184
Winnipeg	67	78	184
Chicago	67	77	184
Philadelphia	67	76	184
San Jose	67	75	184
Los Angeles	67	74	184
Minnesota	67	73	184
St. Paul	67	72	184
Buffalo	67	71	184
Washington	67	70	184
Colorado	67	69	184
San Diego	67	68	184
Seattle	67	67	184
Vancouver	67	66	184
Calgary	67	65	184
Edmonton	67	64	184
Montreal	67	63	184
St. Louis	67	62	184
Calgary	67	61	184
Winnipeg	67	60	184
Chicago	67	59	184
Philadelphia	67	58	184
San Jose	67	57	184
Los Angeles	67	56	184
Minnesota	67	55	184
St. Paul	67	54	184
Buffalo	67	53	184
Washington	67	52	184
Colorado	67	51	184
San Diego	67	50	184
Seattle	67	49	184
Vancouver	67	48	184
Calgary	67	47	184
Edmonton	67	46	184
Montreal	67	45	184
St. Louis	67	44	184
Calgary	67	43	184
Winnipeg	67	42	184
Chicago	67	41	184
Philadelphia	67	40	184
San Jose	67	39	184
Los Angeles	67	38	184
Minnesota	67	37	184
St. Paul	67	36	184
Buffalo	67	35	184
Washington	67	34	184
Colorado	67	33	184
San Diego	67	32	184
Seattle	67	31	184
Vancouver	67	30	184
Calgary	67	29	184
Edmonton	67	28	184
Montreal	67	27	184
St. Louis	67	26	184
Calgary	67	25	184
Winnipeg	67	24	184
Chicago	67	23	184
Philadelphia	67	22	184
San Jose	67	21	184
Los Angeles	67	20	184
Minnesota	67	19	184
St. Paul	67	18	184
Buffalo	67	17	184
Washington	67	16	184
Colorado	67	15	184
San Diego	67	14	184
Seattle	67	13	184
Vancouver	67	12	184
Calgary	67	11	184
Edmonton	67	10	184
Montreal	67	9	184
St. Louis	67	8	184
Calgary	67	7	184
Winnipeg	67	6	184
Chicago	67	5	184
Philadelphia	67	4	184
San Jose	67	3	184
Los Angeles	67	2	184
Minnesota	67	1	184
St. Paul	67	0	184

Basketball

TEAM OFFENSE			
G	P	PP	PPG
Denver	67	86.6	120.4
Dallas	67	77.5	115.9
San Antonio	66	74.1	115.8
Boston	66	73.6	115.4
Kansas City	66	72.5	114.0
Portland	66	72.3	113.9
Philadelphia	66	72.3	113.4
Dallas	66	72.2	112.7
Houston	67	72.1	112.3
Atlanta	67	72.1	112.2
Chicago	66	72.0	112.2
New York	66	71.8	112.1
Golden State	66	71.8	112.1
Phoenix	66	71.7	112.0
Cleveland	66	71.7	112.0
Indiana	66	71.5	111.2

Hockey

TEAM OFFENSE			
G	P	PP	PPG
Quebec	67	121	184
Edmonton	67	118	184
Montreal	67	117	184
St. Louis	67	116	184
Calgary	67	115	184
Winnipeg	67	114	184
Chicago	67	113	184
Philadelphia	67	112	184
San Jose	67	111	184
Los Angeles	67	110	184
Minnesota	67	109	184
St. Paul	67	108	184
Buffalo	67	107	184
Washington	67	106	184
Colorado	67	105	184</

Of Time and the Telling

Botho Strauss: Brooding About the New Germany

Botho Strauss: A writer coping with time.

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